

AGENDA

Meeting: Cabinet
Place: Council Chamber - County Hall, Trowbridge BA14 8JN
Date: Tuesday 15 December 2015
Time: 9.30 am

Membership:

Cllr Keith Humphries	Cabinet Member for Health (including Public Health) and Adult Social Care
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economic Development, Skills and Strategic Transport
Cllr Baroness Scott of Bybrook O.B.E	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Housing, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning (strategic and development management), Property, Waste and Strategic Housing
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Dick Tonge	Cabinet Member for Finance, Performance, Risk, Systems Thinking, Procurement and Welfare Reform
Cllr Stuart Wheeler	Cabinet Member for Hubs, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services), Heritage & Arts and Customer Care
Cllr Philip Whitehead	Cabinet Member for Highways and Transport

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

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Part I

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

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

1 Apologies

2 Minutes of the previous meeting (Pages 5 - 14)

To confirm and sign the minutes of the Cabinet meeting held on 10 November 2015, previously circulated.

3 Declarations of Interest

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

4 Leader's announcements

5 Public participation and Questions from Councillors

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Yamina Rhouti of Democratic Services by 12.00 noon on Wednesday 9 December 2015. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 Children's centre services - proposals for future service delivery following public consultation (Pages 15 - 80)

 Report by Carolyn Godfrey, Corporate Director

7 Changes to Family Support Services (Pages 81 - 92)

 Report by Carolyn Godfrey, Corporate Director

8 Report on Treasury Management Strategy 2015-16 - Second Quarter ended 30 September 2015 (Pages 93 - 110)

Report by Carolyn Godfrey, Corporate Director

9 Performance Management and Risk Outturn Report: Q2 2015/16 (Pages 111 - 130)

Report by Maggie Rae, Corporate Director

10 Budget Monitoring Reports Period 7 2015/2016

Reports by Carolyn Godfrey, Corporate Director

1 (a) Revenue Budget (Pages 131 - 152)

1 (b) Capital Budget Monitoring (Pages 153 - 166)

11 Council Tax Base 2016/2017 (Pages 167 - 178)

Report by Carolyn Godfrey, Corporate Director

12 A350 - A3102 Melksham Roundabout Improvement (Pages 179 - 184)

 Report by Carlton Brand, Corporate Director

13 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

14 Exclusion of the Press and Public

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 16 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

15 Corporate Geographical Information Solution (Pages 185 - 192)

 Report by Dr Carlton Brand, Corporate Director


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'.

* These headings reflect the key goals of Wiltshire Council to achieve its vision to 'Create stronger and more resilient communities'

CABINET

DRAFT MINUTES of a MEETING held in KENNET ROOM - COUNTY HALL,
 TROWBRIDGE BA14 8JN on Tuesday, 10 November 2015.

Cllr Keith Humphries	Cabinet Member for Health (including Public Health) and Adult Social Care
Cllr Laura Mayes	Cabinet Member for Children's Services
Cllr Fleur de Rhé-Philipe	Cabinet Member for Economic Development, Skills and Strategic Transport
Cllr Baroness Scott of Blyth	Leader of the Council
Cllr Jonathon Seed	Cabinet Member for Housing, Leisure, Libraries and Flooding
Cllr Toby Sturgis	Cabinet Member for Strategic Planning (strategic and development management), Property, Waste and Strategic Housing
Cllr John Thomson	Deputy Leader and Cabinet Member for Communities, Campuses, Area Boards and Broadband
Cllr Stuart Wheeler	Cabinet Member for Hubs, Governance (including information management), Support Services (HR, Legal, ICT, Business Services, Democratic Services), Heritage & Arts and Customer Care
Cllr Philip Whitehead	Cabinet Member for Highways and Transport
Also in Attendance:	Cllr Glenis Ansell, Cllr Peter Evans, Cllr Sue Evans, Cllr Richard Gamble, Cllr Alan Hill, Cllr Jon Hubbard, Cllr David Jenkins, Cllr Simon Killane, Cllr Jerry Kunkler, Cllr Magnus Macdonald, Cllr Bill Moss, Cllr Stephen Oldrieve, Cllr Jeff Osborn, Cllr Horace Prickett, Cllr Anthony Trotman, Cllr Bridget Wayman and Cllr Jerry Wickham.

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

119 **Apologies**

Apologies were received from Cllr Dick Tonge.

120 **Minutes of the previous meeting**

The minutes of the meeting held on 13 October 2015 were presented.

Resolved

To approve as a correct record and sign the minutes of the meeting held

on 13 October 2015.

121 Declarations of Interest

There were no declarations of interest.

122 Leader's announcements

The Leader welcomed all to the meeting, and congratulated Cllr Glenis Ansell on her election as Leader of the Liberal Democrats in Wiltshire.

123 Public participation and Questions from Councillors

Cllr Steve Oldrieve referred to a question he had asked at a previous Cabinet meeting on the setting up of an Energy Resilience Board for which he had not yet received a response. Cllr Toby Sturgis assured Cllr Oldrieve of a response as soon as possible.

124 Adoption Agency Six Month Update

Councillor Laura Mayes presented a report which provided a six month update to Cabinet regarding the performance of the Adoption Service within Wiltshire Council.

Issues highlighted in the course of the presentation and discussion included:

That Ofsted, following their recent inspection, had rated the Adoption Service as requiring improvement but had recognised that the service was moving towards a rating of Good and that they had concluded that the Service made well informed and well matched placements; that the areas for improvement included the timeliness of assessment especially for those with complex needs; how solutions within extended families are explored; and how local authorities and local charities can work together to form a regional consortium and the impact it would have on pooling resources.

Cllr Jon Hubbard, Chair of the Children's Select Committee, expressed concern with regard to the benefits of taking an Adoption Service out of the Council's control through the development of a regional consortium, and asked that the Select Committee be involved in the overview of the development of proposals.

Cllr Laura Mayes stated, in response to a question from Cllr Jon Hubbard, that the Council chose, unlike some authorities, to attempt to find adoptive families for more complex cases, and that this would have an impact on the average waiting times. Furthermore, Carolyn Godfrey – Corporate Director, stated that the national target was challenging and that Wiltshire Council was just below the average performance for all authorities. In addition, Carolyn Godfrey stated that new legislation meant that the Council no longer had the power run its own agency and was now obliged to enter into partnership arrangements. Terence Herbert, Associate Director, stated that the development plan referred to in

report had been modified in the light of OFSTEDs comments and recommendations, but that it was now available as part of the overall Children's Safeguarding Improvement Plan.

The Leader of the Council stated that she was proud that Wiltshire Council sought to address the more complex cases that can get ignored by some other authorities and accepted that this could have a negative impact on the statistics. Furthermore, she expressed some sympathy for the concerns expressed about the creation of a regional consortium but that she would be interested to hear what improvements could be made through the new approach. Carolyn Godfrey explained that a report would be made to a future meeting of Cabinet and the Select Committee.


Resolved

That the contents of the report presented be noted and accepted.

Reason for Decision:

Wiltshire Council is an Adoption Agency registered with Ofsted. The 2014 Adoption Minimum Standards (25.6) and 2013 Statutory Guidance (3.93 and 5.39) describe the information that is required to be reported to the executive side of the local authority every six months in order to provide assurance that the adoption agency is complying with the conditions of registration whilst being effective and achieving good outcomes for children and service users.

125 School Places Strategy 2015-2020

 Councillor Laura Mayes and Councillor Richard Gamble presented a report which asked the Cabinet to consider and approve the Wiltshire School Places Strategy 2015-2020 and Implementation Plan. In her presentation, Cllr Mayes commended the work of the officers, Clare Medland in particular, in bringing the Strategy together.

Issues highlighted in the course of the presentation and discussion included: how the Council compared with other authorities; that the Strategy does not apply to post 16 education; how new housing and migration to the county impacted on the plan; that the plan would need to be updated as the housing situation develops; how cross-authority issues are taken into account; the various options for increasing capacity; the impact of the Army re-basing; how funding from central government are made available and how s106 and CIL contributions from developments are drawn down.

Cllr Jon Hubbard, Chair of the Children's Select Committee, thanked the officer for their detailed presentations to the previous meetings of the Select Committee. He was however, disappointed that there was no mention of the involvement and views of the Select Committee. He remained concerned that the Core Strategy had not been fully taken into account and that the specific

recommendation on identifying the discrepancies between school and community areas had not been addressed.

Cllr Gamble, Portfolio Holder, responded that information on these discrepancies could be included in the strategy.

Julia Cramp, Associate Director, stated in response to a question from Cllr Glenis Ansell, that the Council did support Schools in the development of travel plans but recognised that some schools took their responsibilities better than others. Cllr Mayes also encouraged local members to liaise with their local schools where they thought they needed further support in developing and implementing their plans.

Clare Medland, Head of School Place Planning, stated in response to a question from Cllr Steve Oldrieve that the Council was still in early discussions with developers with regard to identifying sites for schools arising from housing developments in Trowbridge; that it was anticipated that any new secondary school could be quite small and therefore was more likely to be a satellite of an existing school but that no decision had yet been made. It was anticipated that any new secondary school would not be built till 2022 and it was worth noting there was current extra capacity within the existing secondary schools.

It was noted that a report would be considered by Cabinet Capital Assets Committee that afternoon which sought approval of the Schools Capital Investment Programme for 2016-2019. It was noted that the funding for condition improvements had fallen as more schools became academies; however the Council would be able to meet small scale and urgent condition works, but would be unlikely to meet whole scale improvement or condition changes.

Resolved

To approve the Wiltshire School Places Strategy 2015-2020 and its Implementation Plan

Reason for Decision:

The Wiltshire School Places Strategy 2015-2020 will become a key framework document for the Council in considering any statutory proposals for changes to school organisation including the commissioning of new schools and will inform future capital investment priorities.

126 Transfer of Health Visitor Services (0-5s)

Councillor Laura Mayes , Cllr Keith Humpries and Maggie Rae presented a report which provided an update on the transfer of responsibility for commissioning of children's public health for the 0-5 years population from NHS England to local authorities.

Issues highlighted in the course of the presentation and discussion included: that this was the last service to be transferred as part of Public Health Service moving from NHS to Local Government; that examples of their work were given by way of case studies in the report; the number of community nurses that have moved across to the Council; how the service can be used to promote early intervention and support; how the Council has to ensure sufficient funding had transferred; the impact of the cut to the public health grant from central government; the importance of the quality of the working relationships between public health and social care officers to improve the health of young people; and how the service can improve links to GPs.

Maggie Rae, Corporate Director, stated in response to a question from Cllr Glenis Ansell that she had, along with Carolyn Godfrey, amended the wording of the recommended letter to parents of obese children so that it was more constructive.


Resolved

To approve the approach to taking forward the public health commissioning and contract monitoring of this important service for families in Wiltshire, particularly delivery of the mandated visits and health checks.

Reason for Decision:

The Department of Health, Public Health England and NHS England have set out strict criteria for managing this transfer to ensure it does not affect delivery of these services to children and families. This includes the process of novation of existing NHS contracts, setting out the financial allocation and the requirements for national data reporting to ensure oversight of delivery of the mandated checks to maximise the health of children in England. The Public Health and Protection team has worked closely and positively with NHS England to ensure a smooth hand over and are satisfied that all national and local requirements have been met.

127 Highways and Streetscene Contract

 Councillor Philip Whitehead presented a report on the early termination of the Highways and Streetscene Contract with Balfour Beatty Living Places (BBLP), and the alternative arrangements for service delivery being put in place. In his presentation, Cllr Whitehead commended the hard work of the officers in addressing the issues arising from the termination of the contract, and thanked the Select Committee's Task Group for their engagement.

Issues highlighted in the course of the presentation and discussion included:

that the report has been considered by the Task group and the Environment Select Committee; that the contract had been terminated on the 1st September 2015; and that the Council was managing the contract in house.

Cllr Jeff Osborn, Chair of the BBLP Task Group, made reference to the recommendations of the Task Group and reiterated the importance of the need to manage people's expectations with regard to how far the Council can improve the service now that the contract was being managed in house.

Cllr John Thomson stated that it was important to note that the increase in capital expenditure, investing in road condition improvements, should result in a revenue saving on maintenance.

The Leader stated, in response to a question from Cllr Steve Oldrieve, that she considered that the Council had undertaken necessary due diligence to satisfy itself that BBLP would have been able to deliver the contract.

Accepting that not all members of the public had access to the My Wiltshire App, Cllr Whitehead encouraged members to assist residents in reporting issues via the App to speed up issues being addressed. Cllr Sturgis stated that he had received positive feedback from some parish councils as to the efficacy of reporting through the App.

In response to a question from Cllr Glenis Ansell, Cllr Whitehead confirmed that there had been nothing to question BBLP's ability to deliver the contract. Furthermore he recognised the impact the termination of the contract would have on staff in the short term. Furthermore, he was sure that the Council would be able to build on its experience, from using volunteers, to address the concerns regarding insurance liability. The Leader stated that Cllr Dick Tonge had been working on this matter and that further guidance would shortly be forthcoming.

Resolved

- i. That the termination of the existing Highways and Streetscene Contract with BBLP is noted.**
- ii. That the arrangement for delivery of grass cutting, litter picking, major road resurfacing using former BBLP sub-contractors is noted.**
- iii. That the procurement exercise currently being undertaken for a new Wiltshire Highways Contract should be the subject of a future report when tenders are received.**
- iv. That the financial, reputational, legal and operational risks associated with these contract changes are noted.**

- v. **That it is noted that no compensatory payments have been made to BBLP in connection with the termination of the contract.**

Reason for Decision:

The early termination of the Highways and Streetscene Contract with BBLP has provided the opportunity to remove significant financial risks and resolve operational issues, which would become more challenging with expected future budget reductions. The transfer of BBLP's existing sub-contracts to the Council has benefits in terms of potentially greater flexibility and providing a more responsive service compared to what has been possible under the existing contract. It also ensures continuity of delivery in these key areas. There are operational benefits to the Council in being able to plan and co-ordinate work directly with the sub-contractors. There are risks associated with changes to the service, and the procurement of a new contract which need to be carefully managed. However, it provides the opportunity to help to manage anticipated future budget restrictions more effectively.

128 Urgent Items

There were no urgent items.

129 Exclusion of the Press and Public

Resolved

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

Reason for taking the items in private:


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

No representations had been received as to why this item should not be held in private.

130 Highways and Streetscene Contract (Part II)

The additional information was noted.

131 Future Waste Management and Collection Services (Part II)

 Councillor Toby Sturgis presented a report which updated Cabinet on the outcome of the tender evaluation process for the revised tenders invited for Lot 2 management of household recycling centres and the variant tenders invited for Lot 5 waste and recycling collection services; and sought decisions in accordance with the proposals.

Resolved


- i. To confirm the decision made at its meeting held on 20 May 2014 to delegate authority to the Associate Director Waste and Environment in consultation with the Cabinet Member and the Associate Director Legal and Governance to extend the contract with FCC Environment for waste and recycling collection in west Wiltshire until 31 July 2017.**
- ii. To note the results of the application of the necessity and TEEP tests carried out to date on the tendered collection services, notes that it is not environmentally or economically practicable to collect the four materials separately, and agrees that further work should be done on the environmental practicability test to take account of air quality and the impact of the reprocessing of the recyclable materials.**
- iii. To agree that the Cabinet Member for Strategic Planning (Strategic and Development Management), Property, Waste and Strategic Housing will sign off the final report in accordance with the protocol for Cabinet Member delegated decision making, subject to the work carried out in accordance with proposal (ii) above confirming that the system for collection of dry recyclables should be co-mingled using the blue lidded bin for all materials excluding glass which should be collected from the black box, and subject to there being no material objections raised.**
- iv. To agree that the system for collection of dry recyclables should be co-mingled using the blue lidded bin for all materials excluding glass which should be collected from the black box.**
- v. That officers are asked to carry out a due diligence exercise to establish the costs of managing the Lot 2 household recycling centres in-house with management of materials being done under one or more of the contracts awarded for Lot 1 (management of recyclable materials), Lot 3 (composting of garden waste) and Lot 4 (landfill capacity for waste which could not be diverted).**
- vi. That officers are asked to carry out due diligence on the cost of delivering the Lot 5 collection service inhouse based on a co-mingled collection of dry recyclable materials from the blue lidded bin excluding glass which would be collected from the black box.**

- vii. That officers are asked to explore the options for establishing alternative service delivery models to deliver the services specified for Lot 2 management of household recycling centres and Lot 5 collection services.**
- viii. That officers are asked to notify staff, current contractors and tenderers of the above decisions.**

Reason for Decision:

To enable the council to maintain service delivery for residents, to comply with its statutory duties to collect and dispose of waste and to continue to progress towards achieving statutory targets once current contracts expire.

132 Management and Operation of Wiltshire Council's Leisure Centres (Part II)

 Councillor Jonathon Seed presented a report which invited Cabinet to review the future requirements to manage leisure services in Wiltshire to commence from 1 April 2018. Cabinet was invited to consider three options as detailed in the report to Cabinet.

Cllr Seed, in his presentation, recommended that Cabinet agree to option one, namely, to bring management of the facilities in house.

Cllr Seed explained that this recommendation took into consideration the wider campus programme and Wiltshire's approach to improving the health and wellbeing of the population. This would also be in keeping with the Council's move towards a different county-wide emphasis on health and wellbeing with leisure services transitioning to a wider health and wellbeing service. Having all of the Council's leisure facilities directly managed would give the Council the flexibility needed to deliver those benefits to the population in the most cost-effective and efficient manner.

Resolved

- 1. That Cabinet agree option one for the future management of the Council's leisure centres from 1 April 2018 based on the information contained within the report presented;**
- 2. That Cabinet does not seek to undertake a procurement exercise, which will result in bringing the eleven outsourced leisure centres managed and operated by PfP under the Council's operations;**
- 3. To delegate authority to the Corporate Director for Public Health to progress and conclude the option agreed by Cabinet in accordance with the Council's procurement regulations; and**

4. To recognise that the appropriate budgetary provisions together with the relevant associated one-off costs are reflected in the revenue budgets from 2017/18

Reason for Decision:

1. 11 of the 22 Wiltshire Council Leisure Centre Facilities are managed via a contract with Places for People Leisure Ltd, (formerly DC Leisure), which expires on 31st March 2018.
2. No further extensions to these contracts can be sanctioned and they MUST cease on 31st March 2018. A replacement contract, or robust arrangements to bring the 11 outsourced centres back in house, must be in place.
3. An early decision is required in order to effect the changes required.

(Duration of meeting: 9.30 - 11.59 am)

These decisions were published on the Monday 16 November 2015 and will come into force on Tuesday 24 November 2015
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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

Wiltshire Council

Cabinet

15 December 2015

Subject: **Children's centre services - proposals for future service delivery following public consultation**

Cabinet member: **Councillor Laura Mayes – Lead Member for Children's Services**

Key Decision: **Yes**

Executive Summary

In line with Central Government requirements Wiltshire created 30 designated Sure Start children's centres between 2006 and 2011. The initial centres were located within areas with the highest levels of deprivation and additional centres were set up in areas with a higher population of children aged under five. There were three waves of development. Given the rural nature of Wiltshire, many families currently do not find it easy to access a children's centre building.

The core purpose of children's centres is set out in statutory guidance and has not changed since the programme of development began:

- To support good early child development and school readiness.
- To raise parenting aspirations and improve parenting skills.
- To improve child and family health and life chances.

Wiltshire's children's centre services are currently delivered by four voluntary and community sector organisations and these contracts come to an end in June 2016. A tender process will start in January for organisations interested in delivery of children's centre services from July 2016. Wiltshire Council has less funding to deliver these services and so needs to find ways to ensure that the money spent has the greatest positive impact on young children's development. The Council wants to maximise support for families living in the most deprived areas whilst retaining some access to children's centre services across the county.

The Government's policy on free entitlement to childcare for disadvantaged two year olds and the recent announcement on the increase in free entitlement to childcare for three and four year olds of working parents (from 15 to 30 hours) means that the Council also needs to look at how to create more childcare places as part of its early years strategy. There is an opportunity to consider this agenda alongside delivery of children's centre services.

In this context, in September 2015 the Council published a public consultation document that set out proposals for the future use of children's centre buildings and delivery of children's centre services. The full public consultation document is included in Appendix 2. The aims and impact of the proposals are as follows:

- To refocus the current funding to deliver more services within local communities with less emphasis on running dedicated children's centre buildings.
- Children's centre staff would continue to provide some services and support in all areas of the county.
- Children's centre services would be delivered from 15 key buildings based in four geographical clusters – North, East, South and West - to achieve greater financial and service efficiencies.
- A number of buildings currently used to deliver children's centre services would change their use for alternative delivery of services to young children, including childcare, and would no longer be registered children's centres.

The proposals in the public consultation document setting out where dedicated children's centre buildings should be located in the future were based on a combination of the following factors:

- The level of deprivation in each area
- The number of children aged under five living in the area
- The suitability of current buildings to deliver children's centre services
- The potential to expand childcare provision

Public consultation on these proposals commenced on September 17th and closed on 6th November 2015.

In responding to the feedback received during the consultation process, the initial proposals have been revised. The reasons for the revised proposals include:

- The recent publication of the updated Indices of Multiple Deprivation data (October 2015) show that there have been some changes in levels of deprivation in some parts of the county.
- Some local communities have put forward helpful ideas about ways in which they can financially support the continued delivery of children's centre services in their area.
- A high number of people provided feedback on the importance of any alternative venues being available on a regular rather than an ad hoc basis.
- The need to ensure that all suitable dedicated children centre buildings can continue to be used to provide support for young children and families (either childcare or activities linked to primary education).
- The potential highlighted during the consultation process for some dedicated children's centres to offer both childcare and some space for continued delivery of children's centre services in the future.

The revised proposals recommend that the Council retains 17 designated children's centre buildings with the potential for an additional 2 buildings to be used for delivery of children's centre services if providers and local communities are willing to support the funding of this (Wilton and Chippenham). All options will still ensure that the Council is continuing to comply with its statutory duties under the Childcare Act 2006.

The Council expects to make annual contract value savings of £0.5m as a result of the revised proposals set out in the recommended option for future delivery. As part of the Council's procurement process starting in January 2016, the Council will set out that any organisations interested in running these services in the future will need to:

- Keep reallocation of their own central organisational overheads to a minimum;
- Continue to look at making efficiencies in the way they deliver services;
- Contribute to the delivery of services through use of volunteers and/or income generation.

Proposal

Cabinet is asked to note the feedback from the public consultation and to approve the recommendations for the future delivery of children's centre services set out in Option 3 within this Cabinet paper and delegate authority to Councillor Laura Mayes, Cabinet Member for Children's Services and senior officers to develop and implement the proposals including completion of the tender process.

All councillors are advised to consider the equality issues and impact of the proposals in the decision making process and satisfy themselves that the Council's Public Sector Equality Duties are being met (Appendix 1).

Reason for Proposal

The proposals are made in the context of needing to find ways to continue to meet the needs of young children and their families through re-shaping service delivery whilst looking at opportunities to save money. The Council wants to ensure that it maximises support in the most deprived areas whilst retaining some access to children's centre services across the county.

Carolyn Godfrey - Corporate Director and Director for Children's Services

Subject: Children's centre services - proposals for future service delivery following public consultation

Cabinet member: Laura Mayes – Lead Member for Children's Services

Key Decision: Yes

1. Purpose of Report

- 1.1 The current contracts for children's centres finish in June 2016 and the Council is looking at how to ensure that the money spent has the greatest positive impact on young children's development before re-tendering the contract.
- 1.2 This report provides information on the proposals for future delivery of children's centre services, a summary of feedback gained during the public consultation on these proposals and recommendations for future service delivery.
- 1.3 The report has been informed by extensive public consultation, the outcomes of which are contained within the report.
- 1.4 Careful consideration of the impact of this proposal on the Council's Public Sector Equality Duties (PSED) has been undertaken to assist councillors in ensuring compliance with these duties in the decision making process.

2. Relevance to the Council's Business Plan

- 2.1 The annual contract value for children's centre services is currently just under £4M (with the Council also providing additional funding for some property and IT-related costs). With significantly less funding available due to reductions in central government funding, proposals have been developed to continue to meet the needs of young children and their families through re-shaping service delivery. Children's centre services would continue to be delivered across the county but with a smaller number of dedicated children's centre buildings in more deprived areas in line with the Council's priority to continue to support our more vulnerable children and families.

3. Main Considerations for the Council

- 3.1 The contracts for delivery of children's centre services finish in June 2016 and children's centres services need to be re-shaped and re-designed to ensure that the funding provided by the Council has the greatest impact and improves the life chances of young children.

- 3.2 There has been significant change in both national and local policy on early years since the children's centres contracts started in 2011. Nationally the Childcare Minister has emphasized the importance of delivering support in the community rather than focusing on the buildings. Locally the use of partnerships with midwifery, health visiting, childcare providers and primary schools will allow us to deliver effective support to those families that most need it, ensuring that more children have the best start in life and are ready for school.
- 3.3 The Government's policy on free early education for disadvantaged two year olds and the recent announcement on the increase in free early education for three and four year olds means that the Council needs to look at how to create more childcare places as part of its early years' strategy. As there is evidence that outcomes for young children are generally better where childcare provision is linked to primary schools, we are keen to work with schools to increase this type of provision. There is an opportunity to consider this agenda alongside delivery of children's centre services as many children's centre buildings are located on primary school sites.
- 3.4 Public consultation on proposals on the future delivery of children's centre services commenced on 17th September and closed on November 6th 2015.
- 3.5 The findings from the public consultation confirm a general acceptance of the need to re-focus the delivery of children's centre services so that dedicated children's centre buildings are only retained in more deprived areas with high numbers of families with young children. However, in some communities where it is proposed the children's centre building changes its use there is considerable concern that this will remove a valuable community resource. The full feedback from the consultation can be found at Appendix 3.

4. Background

- 4.1 In line with Central Government requirements Wiltshire created 30 designated Sure Start children's centres between 2006 and 2011. Some of the new builds and renovations were funded from a specific Surestart Capital grant. The initial centres were located within areas with the highest levels of deprivation and additional centres were set up in areas with a higher population of children aged under five. There were three waves of development. Given the rural nature of Wiltshire, many families currently do not find it easy to access a children's centre building.
- 4.2 The core purpose of children's centres is set out in statutory guidance and has not changed since the programme of development began:
- To support good early child development and school readiness.
 - To raise parenting aspirations and improve parenting skills.
 - To improve child and family health and life chances.
- 4.3 The Children's Services Commissioning Team has worked with colleagues both within the Council's Children's Services and with other partners to consider how children's centre services can be re-shaped and re-designed to ensure increased impact of service delivery but within a reduced financial envelope. The team has also worked with Public Health colleagues to ensure a link between the delivery of children's centre services and the delivery of the national Healthy Child Programme

by Health Visitors. The Council wants to ensure that it maximises support for the most deprived areas whilst retaining service coverage across the county.

- 4.4 There are currently 30 registered children's centres in Wiltshire delivering services from 28 children's centre buildings (in both Devizes and Salisbury, two registered centres operate from the same building). In each area of the county, some children's centre services are already delivered from other community buildings to provide easier access for families. Some children's centres operate in clusters to provide efficiency in the use of staff and resources.
- 4.5 Wiltshire's children's centre services are currently delivered by four voluntary and community sector organisations. The contracts for children's centres finish in June 2016 and the Council is looking at how to ensure that the money spent has the greatest positive impact on young children's development before re-tendering the contracts.
- 4.6 Before publishing the public consultation document, initial consultation sessions were held with providers, a range of professionals and some parents to look at what has worked well in delivering children's centre services since the current contract began. The proposals for future delivery of children's centre services are based on the views expressed at the initial consultation sessions that it is front line staff and effective partnership working that makes the most difference to families with young children.
- 4.7 The Children's Select Committee set up a Children's Centre Task Group, chaired by Councillor Mary Douglas, and the findings of the Task Group were also considered in developing the proposals for consultation.

The public consultation document proposed that from July 2016, children's centre staff would be based in 15 key buildings in four geographical clusters – North, East, South and West Wiltshire - to achieve greater financial and service delivery efficiencies. The proposals on where dedicated children's centre buildings should be located in the future were based on a combination of the following factors:

- The level of deprivation in each area
- The number of children aged under five living in the area
- The suitability of current buildings to deliver children's centre services
- The potential to expand childcare provision

- 4.8 The proposals suggested that a number of buildings currently used to deliver children's centre services would change their use so that additional childcare provision or other support for young children could be provided in local communities. It was proposed that the two children's centre buildings in Marlborough and Wilton would no longer be used to provide services for young children and would be closed.

Consultation process

- 4.9 Public consultation on proposed changes to delivery of children's centre services commenced on 17th September and ended on November 6th 2015. The public consultation document and list of consultation events can be found at Appendix 2. During the consultation period, officers attended 44 events to present the proposals and seek feedback including at Area Board meetings (where invited), Children's Centre Advisory Boards, parent consultation meetings in each area and a range of professional meetings including Health Visitors, Midwives, District Specialist Centre

leads and Early Years Professionals. Letters were received from Town Councils in some areas, from schools and a GP practice.

4.10 The main themes of the consultation feedback can be summarised as follows:

- Many parents who find it difficult to access a children's centre building feel that the model of delivering services in a wider range of community buildings is a good idea.
- Whilst there were some positive responses to being able to access services in a broader range of venues in local communities, parents in some areas are concerned that losing a building would mean that there is not a central point for all early years professionals/services to work together.
- Parents would like to retain local drop-in services for advice and want this to be held in a specific place at a regular time.
- There may be hidden costs of working from a range of venues such as storage of equipment, staff travel and hire of venues.
- There is some concern around local alternative venues and the suitability of these for delivery of services to families with children under 5.
- There is a need to take services out to isolated rural communities whilst making sure that families in town centres do not have reduced access.

There was some specific feedback from areas where it is proposed a centre closes:

- Trowbridge - There is a petition signed by 612 parents (as of 1st December 2015) requesting that Wiltshire Council consider keeping two of the Children's Centres in Trowbridge open. However, if there is a reduction from three centres to one, as proposed, then Longfield should be the remaining centre rather than Studley Green.
- Chippenham – The community have suggested that the ability of the Rise Trust to fundraise should be taken into account when considering closures. There is a petition with 362 signatures (as of 1st December 2015) against the proposal to change the use of the King's Rise Children's Centre to provide childcare.
- Malmesbury - Parents consider that the children's centre is the only place locally where parents can meet and get access to a range of services. There is a petition against closure of the children's centre with 160 signatures (as of 1st December 2015).
- Marlborough – There is a petition signed by 214 parents in Marlborough (as of 1st December 2015) against closure of the centre. Parents feel that the current venue is the most suitable for delivery of children's centre services.
- The Wilton, Corsham and Bradford on Avon children's centres are highly valued in their communities and parents consider that access to other children's centres is difficult due to the cost of transport. These communities are concerned that loss of the children's centre building will affect support offered to parents in their area. Parents in Bradford on Avon have submitted a petition with 96 signatures (as of 1st December 2015).
- Mere and Tisbury – Parents have stated that children's centres in rural areas are vital to enable access to services and that there would be benefit from Mere and Tisbury children's centres working together to ensure services are provided across this large rural area.

4.11 The above issues have been considered alongside the overall feedback from the consultation as set out in Appendix 3. Response and mitigation to the issues raised include:

- Local venues have been identified to host regular drop in sessions and activities for a minimum of 1 full day per week in each area where there would no longer be a dedicated children's centre building. In addition to this, local libraries will be used as a point of access and information for families.
- Where a children's centre building changes its use to deliver extended childcare provision, in some cases there will be an opportunity to deliver some elements of children's centre services from these venues and an obligation for childcare providers to work closely with children's centre services to ensure local access.
- The new service specification and contract for children's centre providers will set out the requirements to ensure close partnership working in a range of community venues accessible to whole communities. Alongside this there will be an expectation that information about services and access to support is made available via a range of media including through websites. There will be a clear point of access for help and advice in each children's centre cluster.
- The service specification will set out the expectation that all alternative venues for delivery of children's centre services must be child and family friendly and accessible.

4.12 Local areas have responded to the consultation with suggestions for additional alternative venues for delivery of children's centre services. These suggestions will be incorporated into the Invitation to Tender documentation for organisations that wish to be considered to run children's centre services from July 2016. Organisations will be asked to respond to these suggestions within their bids to run services.

4.13 In responding to the feedback from the consultation process, revised proposals have been put forward for Cabinet to consider. The reasons for the revised proposals include:

- The recent publication of the updated Indices of Multiple Deprivation data (October 2015) show that there have been some changes in levels of deprivation in some parts of the county.
- Some local communities have put forward helpful ideas about ways in which they can financially support the continued delivery of children's centre services in their area.
- A high number of people provided feedback on the importance of any alternative venues being available on a regular rather than an ad hoc basis.
- The need to ensure that all suitable dedicated children centre buildings can continue to be used to provide support for young children and families (either childcare or activities linked to primary education).
- The potential for some dedicated children's centres to offer both childcare and some space for continued delivery of children's centre services in the future.

4.14 There are 3 options for Cabinet to consider:

Option One: Retain all children's centres

Keep all children's centres open and make no change to current provision.

This is not a realistic option as there is a need to reduce the budget and ensure services are more efficiently delivered, provide increased childcare places, work more closely with

Midwives and Health Visitors to improve outcomes for young children, and to ensure more vulnerable families are targeted and offered support.

Option Two: Implement the proposals as set out in the public consultation document. The proposals are set out in full in Appendix 2.

Option Three: Implement revised proposals based on specific feedback to the consultation document

In response to the public consultation the table below sets out revised proposals. Under this option, the Council would retain 17 designated children's centre buildings with the potential for an additional 2 buildings to be used for delivery of children's centre services if providers and the local community are willing to support the funding of this (Wilton and Chippenham).

The Council expects to make savings of £500K on the contract values as a result of the proposals set out in Option 3. As part of the Council's procurement process starting in January 2016, the Council will be clear with any organisations interested in running these services in the future that their own central overheads will need to be kept to a minimum, providers will need to continue to look at making efficiencies in the way they deliver services and also contribute to the delivery of services through use of volunteers and income generation.

Cluster area	Children's Centre	Consultation proposals	Recommendation following consultation
North	Cricklade	Remain as a children's centre building	Remain as a children's centre building
	Royal Wootton Bassett	Remain as a children's centre building	Remain as a children's centre building
	Chippenham The Rise	Remain as a children's centre building	Remain as a children's centre building
	Chippenham Spring Rise	Remain as a children's centre building	Remain as a children's centre building
	Calne	Remain as a children's centre building	Remain as a children's centre building
	Malmesbury	No longer designated as a children's centre building. Discussion to take place with Malmesbury Primary School about future use of the building, including potential for expansion of childcare.	No longer designated as a children's centre building. The Riverside campus could be available on a regular 1-2 days per week for children's centre service delivery, storage can be made available and there is potential for staff to be based at the campus or to use hot-desking facilities. There will be a <u>minimum</u> of 1 day per week of children's centre sessions/drop-in delivered in Malmesbury.

Cluster area	Children's Centre	Consultation proposals	Recommendation following consultation
			Organisations interested in running services from July 2016 may choose to provide more sessions on the basis of need in this area.
	Chippenham King's Rise	No longer designated as a children's centre building and to be used for expansion of childcare provision.	The option for ongoing use of the King's Rise children's centre building will be included in the tender documentation for organisations interested in running services in the north cluster to consider.
	Corsham	No longer designated as a children's centre building and to be used for the expansion of childcare provision.	<p>The Springfield campus will be available on a regular 1-2 days per week for children's centre service delivery, storage can be made available and there is potential for staff to be based at the campus or to use hot-desking facilities.</p> <p>There will be a <u>minimum</u> of 1 day per week of children's centre sessions/drop-in delivered in Corsham. Organisations interested in running services from July 2016 may choose to provide more sessions on the basis of need in this area.</p>
West	Trowbridge Studley Green	Remain as a children's centre building	Remain as a children's centre building
	Westbury White Horse	Remain as a children's centre building	Remain as a children's centre building
	Melksham Canberra	Remain as a children's centre building	Remain as a children's centre building
	Trowbridge Bellefield	No longer designated as a children's centre building and building returned to school for their use.	No longer designated as a children's centre building. Some sessional children's centre services could be delivered from here with agreement of the school.

Cluster area	Children's Centre	Consultation proposals	Recommendation following consultation
	Bradford on Avon	No longer designated as a children's centre building and to be used for expansion of childcare provision.	<p>No longer designated as a children's centre building. There will be a <u>minimum</u> of 1 day per week of children's centre sessions/drop-in delivered in Bradford on Avon. Organisations interested in running services from July 2016 may choose to provide more sessions on the basis of need in this area.</p> <p>Currently there is both nursery and children's centre provision in one building based on Fitzmaurice primary school site. The nursery provider could expand the number of childcare places and is keen to maintain good links with children's centre services including offering the on-going use of the sensory room for delivery of services at specific, regular times, by children's centre staff. Alongside this the Youth Centre and the Library are available on a regular 1-2 days per week as an alternative site for regular delivery of children's centre services</p>
	Trowbridge Longfield	No longer designated as a children's centre building and offered to Oasis Academy to use to expand childcare provision.	Children's centre building to be retained, and registered as a single children's centre with Studley Green with delivery of children's centre services from both buildings.
	Warminster Happy Feet	No longer designated as a children's centre building. Princecroft Primary School to potentially use the building for provision of childcare	<p>No longer designated as a children's centre building.</p> <p>There will be a <u>minimum</u> of 1 day per week of children's centre sessions/drop-in delivered in Warminster. Organisations interested in running services from July 2016 may choose to provide more sessions on the basis of need in this area.</p>

Cluster area	Children's Centre	Consultation proposals	Recommendation following consultation
			The school is willing to offer space for children's centre staff if required and some continued use of space for delivery of children's centre services including access to the sensory room.
	Melksham Kings Park	No longer designated as a children's centre building. Discussion with River Mead Academy about the future use of the building including potential expansion of childcare provision.	No longer designated as a children's centre building. Building to be used by River Mead Academy for delivery of family support and school services including joint working with children's centre services to deliver support.
South	Salisbury City	Remain as a children's centre building	Remain as a children's centre building
	Salisbury Little Folly	Remain as a children's centre building	Remain as a children's centre building
	Bulford	Remain as a children's centre building	Remain as a children's centre building
	Tisbury	Remain as a children's centre building	Remain as a children's centre building
	Salisbury Elim	No longer designated as a children's centre building. Staff already based in Salisbury City Children's Centre with delivery from community buildings.	No longer designated as children's centre building. Services delivered within community settings.
	Downton Clearbury	No longer designated as a children's centre building and to be used for expansion of childcare provision.	No longer designated as a children's centre building. Possible use of the sensory room for delivery of services at specific, regular times, by children's centre staff. There will be a <u>minimum</u> of 1 day per week of children's centre sessions/drop-in delivered in Downton. Organisations interested in running services from July 2016 may choose to provide more sessions on the basis of need in this area.
	Amesbury Five Wishes	No longer designated as a children's centre building and used for the expansion of childcare provision.	No longer designated as a children's centre building. Possible use of the sensory room for delivery of services

Cluster area	Children's Centre	Consultation proposals	Recommendation following consultation
			at specific, regular times by children's centre staff. There will be a <u>minimum</u> of 1 day per week of children's centre sessions/drop-in delivered in Amesbury. Organisations interested in running services from July 2016 may choose to provide more sessions on the basis of need in this area.
	Mere	No longer designated as a children's centre building and to be offered to the community/school for alternative use.	To be retained as a children's centre building jointly registered with Tisbury with 2 days service delivery from the Tisbury campus and 3 days in Mere Children's Centre.
	Wilton	No longer designated as a children's centre building.	The Wilton Middle School Education Trust have proposed they fund the rental on the current building for one year following the end of the current lease period up to a maximum of £10,000 then offer a re-furbished building at a low rental cost from 2017 for children's centre use. The tender documentation would encourage bidding organisations to consider this option within the available level of funding for the South cluster.
East	Tidworth Windmill Hill	Remain as a children's centre building	Remain as a children's centre building
	Pewsey	Remain as a children's centre building	Remain as a children's centre building
	Devizes South	Remain as a children's centre building	Remain as a children's centre building
	Devizes North	No longer designated as a children's centre building. Staff already based in Devizes South Children's Centre with delivery from community buildings.	No longer designated as a children's centre building
	Marlborough	No longer designated as a children's centre building and	No longer designated as a children's centre building.

Cluster area	Children's Centre	Consultation proposals	Recommendation following consultation
		offered to the community for alternative use.	<p>Potential for continued use of some space in this building for sessional delivery of children's centre services.</p> <p>There will be a <u>minimum</u> of 1 day per week of children's centre sessions/drop-in delivered in Marlborough. Organisations interested in running services from July 2016 may choose to provide more sessions on the basis of need in this area.</p>

4.14 If too many Department for Education (DfE) funded buildings are closed, the DfE may request "clawback" of the capital funding. However proposals for re-use of buildings are reasonable and clawback is believed to be unlikely.

4.15 All of the options set out will ensure that the Council is continuing to comply with its statutory duties under the Childcare Act 2006.

5. Safeguarding Considerations

5.1 Wiltshire Council is committed to providing our children and families with the right care and support and having involvement with families from the very beginning is extremely important. Our focus will be delivering services across the county but with dedicated children's centre buildings in more deprived areas or where there are more young children.

5.2 By strengthening our partnership working with a range of professionals including health visitors, midwives, social workers, early year's settings and primary schools, we will be able to ensure that all families with young children are offered support and that any safeguarding concerns continue to be addressed.

6. Public Health Implications

6.1 Children's centre services will continue to work in close partnership with health professionals such as midwives, health visitors and GPs to meet public health targets.

6.2 The importance of a healthy pregnancy and the first years of life in laying the foundations for a child's future health and wellbeing remains a priority for Wiltshire Council and key public health outcomes will continue to be integral to the children's centre specification.

6.3 The Healthy Child Programme for 0-5 year olds, led by the health visiting service, will continue to be provided in its entirety to all children and families in Wiltshire. This universal public health programme offers all families a programme of screening tests,

immunisations, developmental reviews, information and guidance on parenting and healthy choices to enable every child to have the best start in life. Its universal nature also ensures those families in need of additional support and children at risk of poor outcomes are identified early and given the appropriate support.

- 6.4 Public Health and Protection, working with maternity and health visiting services, will ensure there remains equitable and easy access to the Healthy Child Programme across Wiltshire, paying attention to the needs of those requiring greater support and who may not easily engage with services
- 6.5 An emphasis on child development and improving family health will continue through delivery of children's centre services with key areas such as breast feeding support remaining a priority.

7. Corporate Procurement Implications

- 7.1 The contracts for delivery of children's centre services come to an end in June 2016. A procurement process will commence in January 2016 with a view to awarding new contracts in April 2016. The new contracts will start from July 2016 following a three month mobilisation period.

8. Equalities Impact of the Proposal

- 8.1 The Steering Group working on the reshaping of the children's centres has given consideration to the impact of the proposals throughout the process (Appendix 1). The Equality Impact Analysis will be monitored throughout the life of the contract.

There was a comprehensive consultation process that took place between September 17th and November 6th 2015. This included:

- On line and paper publication of a public consultation document setting out the proposals for change
- An online survey - advertised widely via all children's centres, community professionals, Wiltshire Parent Carer Council. Paper copies of this survey were also made available through children's centres.
- Presentations and question and answer sessions with parents in each of the areas in Wiltshire with a children's centre building.
- Presentations to Area Boards, where invited.
- Presentation and question and answer sessions with groups of key professionals.

Specific contact was made with parents of children with disabilities and hard to reach communities via children's centre staff who encouraged members of these communities to attend consultation events and/or complete the survey.

- 8.2 Following this comprehensive consultation with the public and service users, it has been deemed that there will be no adverse equality impact considerations.
- The future delivery of children's centre services will be measured against the Early Years Outcomes Framework that is currently being developed to ensure that there is a clear focus on improving outcomes for young children.
- The requirement for each centre to have in place an Advisory Board which includes parents will remain to ensure stakeholders are regularly consulted.
- The Children's Commissioning Team will undertake:

- Quarterly contract monitoring with each children's centre cluster provider.
- Scrutiny of Advisory Board minutes.
- Check and challenge self-evaluation forms completed by registered centres.
- Analyse data about take up of services by different groups of parents.
- An annual customer satisfaction survey.

9. Environmental and Climate Change Considerations

- 9.1 The reduction in the number of children's centres will reduce the energy usage and carbon footprint of the service. There will be positive benefits to environmental protection and impact on climate change from improved ways of working such as shared office base, improved use of IT, mobile working and less reliance on paper records.
- 9.2 Although staff may potentially be increasing their travel to work in a wider range of community locations this will be mitigated by families reducing their travel as services are more likely to be delivered nearer to where they live.
- 9.3 The service specification will include the requirement to ensure that public transport routes are considered when any new services are planned in community settings and the service providers will be required to reduce their energy and fuel use.

10. Risk Assessment

- 10.1 A risk log has been completed throughout the project with mitigating actions undertaken. The most significant risks relate to ensuring the continued delivery of accessible services to the most vulnerable families within fiscal constraints and the potential for demotivating and destabilising the current workforce during a time of change
- 10.2 The most significant risks that may arise if the recommended decisions on future delivery of children's centre services are not taken are:
1. Risk that services are not able to be focused towards the most vulnerable families in locations that are most accessible to them
 2. Risk of continued low level of use of some dedicated children's centre buildings
 3. Risk of continued inefficiencies of service delivery
- 10.3 Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

Risk	Action to mitigate the risk
1. Reduced awareness of families of how and where to access services	Clear expectation within service specification
2. Risk of partners dis-engaging in joint service delivery	Continued proactive communication and dialogue with colleagues

- | | | |
|----|---|---|
| 3. | Potential providers may not bid for services as the budget is reduced | Good engagement with potential providers and clear financial information included within tender documentation |
| 5 | Risk of buildings being left empty and unused.
The consent of the DfE will be required for a disposal or change of use of a building which was funded with sure start capital funding. | Continued discussion with schools and childcare providers to ensure that buildings are used for delivery of services for young children.
The constitutional process for the disposal of buildings needs to be considered before any marketing is undertaken. |

11 Financial Implications

11.1 The current contract value for children's centre services is £3.985m. The Council incurs additional costs through running the buildings, including maintenance, and through provision of some Information Technology support.

Current Contract & Support Arrangements	Contract Value	Database Costs Incurred by the Council	Property Costs Incurred by the Council	ICT Costs Incurred by the Council	TOTAL COST TO THE COUNCIL
Current Delivery Model	£3.985	£0.060	£0.114	£0.093	£4.252

11.2 The proposed full year saving on the value of the contracts is £0.5m. Savings will be achieved through running fewer dedicated children's centre buildings alongside economies of scale and efficiencies from delivery within four geographical clusters and centrally held coordination.

11.3 Within the new contracts, providers will need to pay some rent for the use of the buildings but it is expected that this cost will be offset by income generation, the increased use of volunteers and lower organisational overheads charged by providers.

11.4 The current contracts expire on 30th June 2016; therefore year 1 will be a part year saving on the contract value - 9/12ths of £0.500m which is £0.375m. There will also be Council savings in asset management and ICT where costs at centres are no longer carried centrally. Remaining children's centres premises will be leased to providers at a subsidised level. The Council will continue to cover the cost of the external maintenance of the buildings where the Council assesses work is necessary.

11.5 A fair and transparent formula will be used to allocate funding to each geographical cluster of centres based on 0-4 year old population, deprivation and sparsity in each cluster area. The amount of funding available for each cluster of children's centres will be made available within the tender documentation to be issued in January 2016.

12. Legal Implications

- 12.1 The proposal is subject to various legislative provisions, namely the Childcare Act 2006 (which sets out the legislative framework for children's centres) and the Equality Act 2010 (Public Sector Equality Duty).

Section 1 of the Childcare Act places a duty on local authorities to improve the well-being of young children in their area and reduce inequalities between them.

Section 3 places a duty on local authorities to make arrangements to secure that early childhood services in their area are provided in an integrated manner in order to facilitate access and maximise the benefits of those services to young children and their parents.

Section 5 places a duty on local authorities to secure that such consultation as they think appropriate is carried out before any significant change is made in the services provided through a relevant children's centre.

- 12.2 The Council must also have regard to the Sure Start Children's Centres Statutory Guidance issued April 2013 when exercising functions under the Childcare Act 2006.

- 12.3 The Best Value duty under the Local Government Act 1999 also places a responsibility on the Council to make arrangements to secure continuous improvement which includes a wide duty to consult when changes to services are proposed.

- 12.4 Wiltshire Council has met its responsibilities under the Local Government Act 1999 and Section 5 of the Childcare Act 2006 by means of a wide ranging and extensive public engagement and consultation process identified within this report.

13. Conclusions

- 13.1 The delivery of children's centre services from within four cluster areas from a reduced number of designated children centre buildings offers an opportunity to deliver a flexible, innovative service to meet the needs and improve outcomes for the most vulnerable families with young children in Wiltshire.

- 13.2 The procurement of service provision for the delivery of the children's centre contract is due to commence in January 2016 with award of contracts expected in early April.

- 13.3 Prior to procurement, Cabinet is asked to consider the options set out in this paper and confirm the preferred option for future delivery of children's centre services and delegate authority to Councillor Laura Mayes, Cabinet Member for Children's Services, and to senior officers to develop and implement the proposals including completion of the tender process.

Julia Cramp - Associate Director (joint with CCG) for Commissioning, Performance and School Effectiveness, Children's Services (01225 718221)

Report Author:
Debbie Hirons - Project Manager (01225 713255)

Background Papers

None

Appendices

Appendix 1 – Equality Analysis Document

Appendix 2 - Link to Children's centre consultation document: Shaping the future of children's centres in Wiltshire – Focusing support towards vulnerable families and list of consultation events

Appendix 3 –Summary of feedback from consultation events and survey free text

Appendix 4 – Alternative venues for children's centre service delivery

Appendix 5 – Service re-design consultation survey results

Equality Analysis Evidence Document						
Title: What are you completing an Equality Analysis on?						
Shaping the future of children's centres in Wiltshire						
Why are you completing the Equality Analysis? (please tick any that apply)						
Proposed New Policy or Service	Change to Policy or Service ✓	MTFS (Medium Term Financial Strategy)		Service Review		
Version Control						
Version control number	3	Date 1.12.15		Reason for review (if appropriate)	The contracts for children's centres finish in June 2016. The council is looking at how to ensure the money spent on this service will have the greatest impact on young children's development before re-tendering the contracts.	
Risk Rating Score (use Equalities Risk Matrix and guidance) **If the Risk Score is 1 or 2, an Impact Assessment does NOT have to be completed. Please check with equalities@wiltshire.gov.uk for advice					Inherent risk score on proposal	6
					Residual risk score after mitigating actions have been identified	6
Section 1 – Description of what is being analysed						
<p>The national program to develop children's centres started in 2004 with a focus on pre-school children and their families. Services provided play a key role in supporting good early child development and school readiness, helping parents in the crucial early years of a child's life, and improving child and family health. In line with central government requirements, Wiltshire created 30 designated children's centres between 2006 and 2011 with the initial centres located within areas with the highest levels of deprivation and additional centres set up in areas with a higher population of children aged under five. There are currently 30 registered children's centres in Wiltshire delivering services from 28 children's centre buildings (in both Devizes and Salisbury, two registered centres operate from the same building).</p>						
Section 2A – People or communities that are currently targeted or could be affected by any change (please take note of the Protected Characteristics listed in the action table).						

Where children's centre buildings are de-registered, services will be delivered by staff in the community through outreach support – making the service more accessible to some vulnerable groups than it is at present. Areas with the greatest levels of need and more young children will continue to have access to a designated children's centre building in or close to their local community. All children's centres will work together to deliver services and some children's centres may deliver more support than they do now. Open access services for all families with young children will continue through more use of community buildings and increased partnership working with Midwives and Health Visitors. Increasing provision of childcare in some buildings proposed for deregistration will provide greater availability of childcare places in communities where more provision is needed.

As part of performance management the children's centres have a range of targets. There is specific emphasis on the inclusion of priority and excluded groups. They will continue to report on the quantitative and qualitative data of engaging with the following groups of people:-

- * Teenage mothers and pregnant teenagers
- * Lone parents
- * Families on low income
- * Children in black and minority ethnic groups
- * Disabled children and children of disabled parents
- * Other groups that are vulnerable in the children's centre area e.g. Armed Forces, traveller families

- **Age** - the service is designed and funded for children under five and their families
- **Disability** - the buildings are all Equality Act 2010 compliant and they have been designed to meet the latest legislation.
- **Gender** - the centres will continue to welcome everybody. In the guidance there is a commitment to reaching fathers who traditionally have had less contact with their children's service provider.
- **Race** - BME groups are included in the Governments performance indicators and centres will be regularly monitored on their success in including these identified groups
- **Religion/belief** - No identified issues
- **Sexual orientation** - No identified issues

Section 2B – People who are **delivering** the policy or service that are targeted or could be affected (i.e. staff, commissioned organizations, contractors)

Wiltshire children's centre services are currently delivered by four voluntary sector providers. This intention is to tender the service out again to enable voluntary sector organizations to continue to provide this service. The proposed future delivery model is based on the view of children's centre staff, early years professionals and parents that it is front line staff and effective partnership working that makes the most difference to families. The proposal is for staff currently working from buildings that may be deregistered to continue to deliver services via outreach and using community buildings – ensuring that available funding is used to retain children's centre staff to continue front line delivery of services and support.

Section 3 –The underpinning **evidence and data** used for the analysis (Attach documents where appropriate)

Prompts:

- *What data do you collect about your customers/staff?*
- *What local, regional and national research is there that you could use?*
- *How do your Governance documents (Terms of Reference, operating procedures) reflect the need to consider the Public Sector Equality Duty?*
- *What are the issues that you or your partners or stakeholders already know about?*
- *What engagement, involvement and consultation work have you done? How was this carried out, with whom? Whose voices are missing? What does this tell you about potential take-up and satisfaction with existing services?*
- *Are there any gaps in your knowledge? If so, do you need to identify how you will collect data to fill the gap (feed this into the action table if necessary)*

- Each centre has an Advisory Board. This is made up of the centre's management, staff, health and social care representation and other agencies such as health visitors, early years advisory teachers, the library service, childminding network coordinators and Jobcentre Plus. The function of these groups is to challenge that local need is being met and to ensure equality of access to services. Parental satisfaction is one of the performance indicators.
- Consultation events have taken place with providers, parents using the centres and other professionals, a workshop was held with partners of the Children's Trust Executive and further consultation has taken place over a period of 7 weeks. Where buildings are proposed for deregistration Advisory Boards have been consulted as well as Area Boards.
- It has been identified that in areas where a building may no longer be used for the delivery of children's centre services there will be a need to relocate the health visitor clinic to another premises if one is currently set up to run from the building. Commissioning officers are currently working with colleagues within children's community health services to source alternative venues in the community.

Children's centres collect a range of data about clients that is used to measure performance and inform future planning of service delivery. The guidance and performance indicators are based on national research. Each centre must complete a self-evaluation that includes all aspects of the take up of services and identified barriers.

An example of the data collected is:

Performance indicator
% children with a total of at least 78 points in the Foundation Stage Profile. With at least 6 points in each of the personal, social and emotional development and communication language and literacy scales
% teenage mothers 16-19 in education, employment or training
% access to the most excluded groups:
* Teenage mothers and pregnant teenagers
* Lone parents
* Children in workless households
* Children in black and minority ethnic groups
* Disabled children and children of disabled parents
* Other groups that are vulnerable in the children's centre area
% children in Reception who are overweight or obese (BMI falls above the 85 th to 95 th centiles respectively of the reference curve for their age and gender)
% mothers initiating breastfeeding
% parents in the children's centre area satisfied with services
% children 0-4 years living in households dependent on workless benefits

***Section 4 – Conclusions** drawn about the impact of the proposed change or new service/policy

Prompts:

- *What actions do you plan to take as a result of this equality analysis? Please state them and also feed these into the action table*
- *Be clear and specific about the impacts for each Protected Characteristic group (where relevant)*
- *Can you also identify positive actions which promote equality of opportunity and foster good relations between groups of people as well as adverse impacts?*
- *What are the implications for Procurement/Commissioning arrangements that may be happening as a result of your work?*
- *Do you plan to include equalities aspects into any service agreements and if so, how do you plan to manage these through the life of the service?*
- *If you have found that the policy or service change might have an adverse impact on a particular group of people and are **not** taking action to mitigate against this, you will need to fully justify your decision and evidence it in this section*

The steering group working on the reshaping of children's centres services has given consideration to equalities throughout the process. The Equality Analysis will be reviewed throughout the life of the contract.

There was a comprehensive consultation process that took place between September 17th and November 6th 2015. This included:

- On line publication of a consultation document setting out the proposals for change
- Online survey - advertised widely via all children's centres, community professionals, Wiltshire Parent Carer Council. Paper copies of this survey were also made available through children's centres.
- Presentations and Q & A sessions with parents in each of the areas in Wiltshire with a children's centre building.
- Presentations to local community Area Boards where invited.
- Presentation and Q&A sessions with key professionals groups.

Specific contact was made with parents of children with disabilities and hard to reach communities via children's centre staff who encouraged members of these communities to attend consultation events and/or complete the survey.

Following this comprehensive consultation with the public and service users, it has been deemed that there will be no adverse equality impact considerations. TUPE (transfer of employment) will apply to all staff currently working in the service.

The service specification sets out clearly how the preferred provider(s) are required to work to promote equality and reduce health, social and educational inequalities. The new service model will ensure that areas with the greatest levels of need and more young children will continue to have access to a designated children's centre building in or very close to their local community. The service provider(s) will be required to report on performance and engagement with vulnerable groups at quarterly monitoring meetings throughout the life of the contract.

A number of buildings currently used to deliver children's centre services would change their use so that additional childcare provision or other support for young children can be provided in local communities. This will provide more free early education places for three and four year olds and will have a positive impact on vulnerable children under 5.

***Section 5 – How will the outcomes from this equality analysis be monitored, reviewed and communicated?**

Prompts:

- *Do you need to design performance measures that identify the impact (outcomes) of your policy/strategy/change of service on different protected characteristic groups?*
- *What stakeholder groups and arrangements for monitoring do you have in place? Is equality a standing agenda item at meetings?*
- *Who will be the lead officer responsible for ensuring actions that have been identified are monitored and reviewed?*
- *How will you publish and communicate the outcomes from this equality analysis?*
- *How will you integrate the outcomes from this equality analysis in any relevant Strategies/Polices?*

- The service will be measured against the Early Years Outcomes Framework that is currently being developed.
- The requirement for each centre to have in place a multi-agency Advisory Board which will include parents will remain to ensure stakeholders are regularly consulted.
- The Lead Commissioner will undertake:
- Quarterly contract monitoring with each centre
- Scrutiny of Advisory Board minutes
- Centres will continue to produce a Self evaluation form
- Data about take up of services will continue to be collected and used as a performance management tool.
- An annual customer satisfaction survey.

Completed by:		D Hirons
Date		1.12.15
Signed off by:		J Cramp
Date		1.12.15
To be reviewed by:		Children's centre re-design steering group
Review date:		18.12.15
For Corporate Equality Use only	Compliance sign off date:	

Equality Impact Issues and Action Table					
Identified issue drawn from your conclusions (only use those characteristics that are relevant)	Actions needed – can you mitigate the impacts? If you can how will you mitigate the impacts?	Who is responsible for the actions?	When will the action be completed?	How will it be monitored?	What is the expected outcome from the action?
Age					
Disability					
	Alternative community buildings being located with parking considered and are EA compliant.				
Gender Reassignment					
Marriage and Civil Partnership					
Pregnancy and Maternity					
Support for young mothers and teenage pregnancy	Front line services will be protected in areas where there is no building by community delivery. Increased partnership working with Midwives and health Visitors.	Lead Commissioners	Quarterly monitoring. Strategic Meetings with Health Leads	Performance management against data collected. Information sharing and data collection	All young parents will receive the level of support they need from increased health visitor input and outreach support from the children's centre.
Location of health Visitor clinics where current building will no longer be available	Alternative community buildings being located	Lead Commissioner and Lead Health Visitor	June 2016	Strategic meetings with health	Families will continue to access a health Visitor clinic in their community area.
Race (including ethnicity or national origin, colour, nationality and Gypsies and Travellers)					

Ensure that all vulnerable families continue to receive support from a children's centre	Front line services will be protected in areas where there is no building by community delivery. Better information sharing between agencies and analysis of data to ensure all families with a child under 5 are able to access support	Lead Commissioners and Troubled Families co-ordinator	Quarterly monitoring.	Performance management against data collected. Analysis of referrals for children under 5 to gateway panel of Children's Social Care.	Improvement in levels of development for children in families in this category.
Religion and Belief					
Sex					
Sexual Orientation					
Other (including caring responsibilities, rurality, low income, Military Status etc)					
Military families remain a high priority. The rebasing of these families over the coming year will impact on the service required to support the increased number of children under 5.	It is proposed to keep both the centres servicing army families in Wiltshire – Tidworth and Bulford.	Lead Commissioners Troubled Families Employment Advisers Family Learning	Quarterly monitoring Strategic Meetings between providers of Family learning and return to work programmes.	Army Welfare represented on the Advisory Boards of these centres to ensure families' needs are met.	Children will be kept safe and will enjoy improved health and educational attainment. Parents out of work will receive skills/ support to gain employment.

Appendix 2 – Link to Children’s centre consultation document: Shaping the future of children’s centres in Wiltshire – Focusing support towards vulnerable families and list of consultation events

Link to public consultation document:

<http://www.wiltshire.gov.uk/childrens-centre-consultation.pdf>

Date	Event	Numbers of people
17.9.15	Trowbridge Area Board	Approx. 15
21.9.15	Calne Parents group	6
21.9.15	Salisbury children’s centre staff	10
21.9.15	Tidworth Area Board	Approx. 40
22.9.15	Strategic Leads Meeting	18
22.9.15	Trowbridge Advisory Board	25
22.9.15	Marlborough Advisory Board	9
23.9.15	Chippenham Advisory Board	Approx. 40
24.9.15	Health Visitor Team Leaders	8
25.9.15	White Horse Advisory Board	4
28.9.15	Warminster Advisory Board	7
29.9.15	Westbury parents	5
1.10	Amesbury Area Board	Approx. 30
5.10	Malmesbury parents	20 Including 1 councillor and 2 town councillors
6.10	Tisbury parents	4
6.10	Calne Area Board	25
7.10	Pewsey parents and Advisory Board	1 Parent and 2 professionals
8.10 .15	District Specialist centre/Portage managers	5
8.10	Mere parents	2 councillors 6 parents
9.10	Mere, Wilton, Tisbury Advisory Board	6
12.10	Wilton parents	10 parents 2 clergy and 1 councillor
12.10	Malmesbury Advisory board	13
13.10	North Wilts Advisory Board	7
14.10	Marlborough parents	3 parents 6 professionals
14.10	BoA Advisory Board	13

15.10	Tidworth parents	1 parent 3 staff
15.10	Corsham parents	21
20.10	Clearbury parents	8 parents 4 staff
22. 10	Salisbury Group Advisory Board	15
21.10	Warminster parents	10 parents 1 staff
23.10	Bulford parents	11 parents 4 staff 1 professional
23.10	Amesbury parents	8 parents 4 staff
22. 10	Salisbury Group Advisory Board	20
27.10	Wootton Bassett parents	11 parents 2 staff
27.10	Cricklade parents	7 parents 2 staff
29.10	Salisbury parents	6 parents 5 staff
2.11	Melksham Advisory Board	8 professionals including 4 staff
3.11	Trowbridge Parents	8 parents
4.11	BoA parents	5 parents
4.11	The Rise parents	85 adults Parents, grandparents, professionals and staff (mostly parents 60)
6.11	Devizes parents	5 parents
6.11	Melksham parents	0 parents , 2 professionals
9.11	Corsham Area Board	8
12.11	Trowbridge Area Board	Approx. 20 + including 4 parents

Appendix 3

Summary of feedback from consultation events and survey free text

The consultation took place between September 17th and 6th November 2015

Consultation meetings:

We have attended 44 consultation events across the County including attendance at 4 Area Boards, each of the Children's Centre Advisory Boards and parent consultation events in each area of Wiltshire. 580 people in total have attended the consultation meetings.

Survey responses:

There have been a total of 738 responses to the survey on line. A analysis of the survey responses can be found at Appendix 5.

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
General	<p><u>Central place for families of young children to access support</u></p> <p>Whilst there is some positive response to being able to deliver more services in a broader range of venues in local communities, parents are concerned that losing a building would mean that there is not a central point for all services to work together.</p> <p>Some parents feel that it has taken several years to build up the trust of local families, particular those who are vulnerable, to enable them to access the centres. This work would potentially be lost and parents may be confused about how to access services and support.</p> <p>Although parents accept that in some areas there are good alternative venues for some services to be delivered from, there is a concern that this does not replace the drop- in and easy access nature of a permanent, centrally based children's centre.</p> <p>Others commented that there are plenty of other nurseries and playgroups for less needy parents to use. One parent says she accesses some of our local children's centre activities but does not need the support. Some parents strongly agree that resources should be channelled</p>	<p>In most areas where there are proposed change of use of the children centre building there is the potential for using local libraries on days on which they are closed to the public.</p> <p>Libraries could also be a point of access for information about services being delivered across a cluster area</p> <p>In several areas children's centre services are already delivered from a range of local venues and also jointly with existing services for the under 5s such as Mother & Toddler groups.</p> <p>There would be the expectation within the service specification that there would be one central phone number for each cluster area.</p> <p>An interactive website along with use of social media to ensure parents are kept up to date with the programme would be a requirement of the new provider.</p> <p>It is the expectation that the new providers would work closely with other early years professionals such as health visitors to deliver a coordinated</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>to vulnerable children and using existing childcare settings might help to reach those with greatest need.</p> <p>The suitability of the buildings should be a higher priority than the number of under 5s as the age demographic of an area is subject to change and if the building is not suitable it may not get used to its full potential.</p> <p>To ensure programme of events held across Wiltshire is given out in Maternity units, HV clinics etc. So everyone is aware of what's happening and where. There is poor communication and it's not advertised enough. Can a Facebook page be set up so we can be kept up to date on events, groups we can go to.</p>	response to families.
	<p><u>Cost savings and efficiencies</u></p> <p>There is concern that the actual savings of the proposals have not been made public</p> <p>Many people feel that clustering of services is a good idea and will be more efficient and several responses in the survey say they agree with the proposals given the financial pressure the council is under.</p> <p>There may be hidden costs of working from a range of venues such as; Storage of equipment; staff travel; hire of venues. It is unclear to many parents whether this has been calculated into the costs</p> <p>Staff are concerned about where they will be based and about the increase in lone working</p> <p>Parents feel that these are short sighted plans that will not save money in the long term.</p> <p>Parents don't wish to see empty buildings in the future</p> <p>IT is a real issue – staff need to be able to work flexibly and so will need</p>	<p>The proposed savings are linked to the council's overall savings plan.</p> <p>Detailed savings for each individual children's centre going forward are not available as the savings have been calculated for the services as a whole applying the proposed new service delivery model which is different from the existing model.</p> <p>Whilst there will be some costs of hiring local venues these can be reduced by commitment to long term rental agreements and working with local community organisations to negotiate access to these. Some local venues, such as church buildings, have low rent as they meet a jointly agreed aim in that community. Some council buildings could be available for delivery of services including for example accommodation in libraries, campus buildings and potentially County Hall.</p> <p>Updated IT would be a requirement within the specification to facilitate mobile working to reduce travel.</p> <p>The new provider would be expected to efficiently plan working patterns</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>good IT systems. Staff require a place to work securely, due to the sensitive nature</p> <p>Many comments that the proposals seem reasonable. It would be nice to see more support for children living in villages, perhaps by supporting the existing toddler groups. Providing some of the existing services/groups in different locations would be a good move, it would make them more accessible for more families and save on the running costs of a specialised centre and so many staff.</p> <p>Some views around politically motivated cost-cutting meaning that future generations of Wiltshire children are to be deprived of the good quality care they need – a feeling that the population should be asked if they would deprive these children for the sake of a few pence on their rates.</p> <p>A lot of parents and professionals responding to the survey feel that these proposals are short sighted plans that will not save money in the long term. Some are concerned about how reducing this service will impact referring services i.e. social services safeguarding.</p> <p>Some comments that the planned selection criteria for proposed change of use is very short sighted, and potentially closing centres of high % population growth, therefore increased demand - this is a typical short sighted view of future demands.</p> <p>Quite a lot of parents in the survey are saying they would be prepared to make a donation for the services they receive.</p> <p>Some views that it is absolutely the right thing to do - the centres are highly resourced and these resources can be used in community spaces, pre-schools and settings where they will have more use. Staff in larger clusters will work better and more efficiently if they are based in one place, office space should not be a priority with the main focus being on</p>	<p>and delivery of services</p> <p>Services will focus on meeting outcomes to improve the lives of children under 5</p> <p>Current equipment would be rationalised and storage found within local community venues or remaining children's centres where applicable.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>staff using community spaces.</p> <p>It should be made compulsory that pre-schools and settings register every child with the children's centres.</p> <p>Many agree with the proposal, as long as families can still access children's centre services in their local area - this includes universal services & family support. Finding alternative buildings that aren't being used is the best option.</p>	
	<p><u>Reshaping of services</u></p> <p>One suggestion is to take the centres away from charities and become run by Wiltshire Council - far too much of the budgets are spent on wages for Chief Executives of charities. Not enough money spent at ground level on the families.</p> <p>Children's services could be located in existing buildings e.g. Town campus which are centrally located or village halls. Easily accessible for everyone. The Council needs to consider raising council tax instead of just slashing services everywhere and offloading the problems onto volunteers and the most vulnerable citizens.</p> <p>Early Help is the Key and there are no other universal services that provide the space/centre for families to be able to access and drop in with an issue. Health are moving services into the centres daily, children centre buildings are the best place for these. Access to these services is essential for families and needs to be maintained.</p> <p>Reduce the number of staff and organised groups and just have the centres open as a meeting place for mums.</p> <p>Suggestion that the workers should be placed in a multi-disciplinary team</p>	<p>Providers will be able to charge for some services as they feel relevant.</p> <p>Providers are also able to rent out rooms in the children's centre buildings when they are not used for children centre activities such as weekends and evenings.</p> <p>The new providers will be expected to work closely with partners to deliver services together in accessible places</p> <p>Providers will be expected to develop a delivery model that is efficient and makes the best use of all potential resources including the use of volunteers and charitable income.</p> <p>Co-location of services is encouraged and new providers will be expected to consider this where practical</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>that already exists.</p> <p>Better use of buildings - incorporating more activities for a variety of ages. Cooking classes for parents in the evening. Yoga classes for mothers. Also a youth club for key stage 2 children?</p> <p>There should be more advertising for use of the children's centre.</p> <p>In more affluent areas perhaps charge a small fee for clubs and groups to help cover costs. Rent out rooms to cover costs of certain groups e.g. singing groups, baby reflexology or baby massage. Work on a business model to bring in extra funds to keep the centre open.</p> <p>Allowing CC contracts to support children and families up to 18 to reduce burden of CiN in CSC. This model is effective in Somerset</p> <p>Putting children's centre staff into preschools/nurseries where the children already attend will lead to greater engagement as parents are already there and have to make less effort.</p> <p>Children's Centres to become early help hubs and renamed accordingly.</p> <p>Wilts council need to consider if the money saved from closing CC could be better used in placing outreach workers/Nursery Nurses with in the Health Visiting service to provide one to one support for the more vulnerable families.</p> <p>Wiltshire Council should consider whether these buildings and services could be used in conjunction with other groups and services. They should not close any centres entirely. Even cutting back the services a bit would surely be preferable to closing the centre completely.</p> <p>It is good that services are being prioritised over buildings. Services are very well used and appreciated by families. Trained qualified paid staff should be continued to be employed for all groups and activities to</p>	

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>maintain continuity. Volunteers can continue to support groups. Groups should continue to meet close to where families live.</p> <p>Several survey responses suggested a play bus type service. A timetabled mobile service would provide consistency for families as well as give them the opportunity to 'drop in' for queries.</p> <p>Co-locate and jointly provide children centre services on school or pre-school campuses. In time this is more efficient in terms of assets for the providers and likely to provide an improved, more coherent, better and enhanced service to the service user. Professionals co-locating can lead to very creative ways of working, better confidence in deploying initiatives, activities and schemes and facilitates the sharing of resources, ideas - thus delivering a better quality and more attractive service to children and families</p>	
	<p><u>Quality/level of service</u></p> <p>Concerns about how it will be possible to provide the same standard and level of work with fewer centres.</p> <p>People are concerned about the local Health Visitors being a main focal point of contact for "targeted services". They are saying it is unrealistic that what they perceive as an already under-funded and creaking service is to be expected to take on even more responsibilities; including signposting</p> <p>families to the Children's Centre (reduced) services.</p> <p>Several concerns expressed that cutting the number of centres by half may put new mothers at risk of developing Post Natal Depression and may deprive children of interacting and socialising</p> <p>The key is to support vulnerable families. There are many groups available (run in/ by Churches, by the library etc.) for a very small charge if any</p>	<p>The service will be subject to Ofsted inspection to ensure standards are meeting requirements.</p> <p>The provider will be expected to report on agreed service outcomes on a regular basis and their contract monitored.</p> <p>Providers will be able to make some small charges for some services as required and agreed with commissioners.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>charge is made at all.</p> <p>If a new model goes ahead, how much analysis has been done to ensure that a similar standard can be achieved from a potentially remote location? How will the new model be subject to regular assessment with the possibility of a return to a more established building in the future if the new model is found to be less successful?</p>	
	<p><u>Transport and accessibility</u></p> <p>Many people raised concerns about transport costs and lack of good public transport from rural areas where centres are to be closed. Many locations are difficult to get to by public transport before 9 or after 5, especially with prams etc. Missing well established centres won't see people travel to new locations; they will simply stop going at all. This seems self-defeating.</p> <p>Transport/accessibility both in terms of physical access but also affordability i.e. don't transfer the cost to the family. More use of volunteers is an idea to transport the vulnerable to services they need in this large rural county.</p> <p>Distance required travelling - providing transport to town centres if smaller villages or towns can no longer be funded.</p> <p>Accessibility needed so not all provision is in a deprived area. A 15 minute walk is reasonable for anyone to travel without a car and is a good activity in itself.</p>	<p>There is an expectation that the new provider will deliver services throughout each cluster in order to ensure that families who are vulnerable are able to access support.</p> <p>Families are not expected to travel into remaining centres - services will be delivered in a range of local community settings and places where services are already being delivered, to meet assessed need.</p>
	<p><u>Knowing what is happening and where</u></p> <p>Need to ensure services are advertised accordingly as different locations could cause confusion.</p> <p>There is a concern that parents might not being aware of services as they</p>	<p>The provider would be expected to ensure that information is widely available and in a variety of formats at a local level. The Council will also act as a central point for information and signposting on a county-wide</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>are less visible and more difficult to access.</p> <p>Social tools such as apps need to be developed to keep in touch with those who need the services</p> <p>More advertising of the children's centres and the services they provide should be made to women while pregnant: New mums don't always get out very much and if services are not known about we don't attend, numbers appear low and it's assumed the services aren't needed.</p>	<p>level – linking with universal health services.</p>
	<p><u>Reaching more people in local communities</u></p> <p>Whilst there has been some concern around missing vulnerable families if buildings are not available, many parents agree that more people in local communities need to have access to children's centre services.</p> <p>Some areas have already developed the model of using a range of community buildings and the children's centre building as an admin and information base only. In these areas parents fully support this model as have been able to experience services being delivered in their local communities and the benefit this brings.</p> <p>Parents have reported many success stories of families being able to access local services in community venues that they would not have otherwise been able to access as they do not have transport. There is a concern that if all buildings remain these services will not be accessible to families who most need it.</p> <p>Vulnerable families report that they are keen to be able to access more locally delivered services in venues that they feel are more accessible and where they are comfortable. These could be places they already go such as local pubs/ coffee shops</p> <p>Early years staff reported that some of the children's centres do not seem to have a lot going on in them. Staff need to be out in the community</p>	<p>The existing model of taking services out into the community will be expanded and developed across Wiltshire and clearly set out within the new service specification.</p> <p>There will be an expectation that the services will be delivered not only as part of a cluster but across Wiltshire. This will ensure shared learning and shared practice to increase flexibility and efficiency of delivery and the ability to reach the most vulnerable families who don't currently access any of these services.</p> <p>The new provider will be expected to work with local communities, in particular vulnerable families, to find out and deliver services where families already go – this might include local, social clubs, coffee shops etc</p> <p>Children's centre front line staff will be expected to work with existing provision to reach families including childcare settings, schools and established community groups.</p> <p>Front line staff are likely to be the same staff working in the centres now who will have transferred to the new contract holders so will have existing relationships with families and good knowledge of the local area and community settings.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>more.</p> <p>Parents feel that it is most important that good staff go the extra mile to engage with families that will not attend children's centre as some parents, especially the dads, can find establishments threatening. For example, traveller families will rarely attend a centre but can be engaged with initially on sites building up trusting relationships.</p>	
	<p><u>Alternative venues for delivery of services</u></p> <p>Whilst all areas have alternative venues from which children's centre services could be delivered, these are not always child and family friendly, parking can be difficult and they are often fully booked in advance.</p> <p>Poverty is increasing – there is a greater need for food banks and debt advice to be delivered from children's centres.</p> <p>The staff don't need lots of equipment but need the flexibility to support where and when needed. Not having a building could mean a new way of thinking for many staff.</p> <p>Staff will need to work alongside families. That maybe in the home or a suitable safe environment agreed by them</p> <p>Many issues a new mother faces cannot be discussed in any location and may require privacy and discretion (post natal depression, feeding issues, problems with abusive partners etc).</p> <p>Many parents are concerned that alternative venues will not be as accessible or suitable to take their young children. Different age groups of children private rooms to talk, bathroom facilities. Libraries are not felt to be suitable for younger children.</p> <p>Several people feel that the proposals are good as long as the services are available and the children's centres open do cover the wider area and staff</p>	<p>In areas where services are delivered from community venues the provider will be expected to ensure these venues are accessible and child friendly.</p> <p>Providers will be expected to work with local communities to continually assess the venues they use for delivery of services to ensure they meet identified needs.</p> <p>Many of the alternative venues are already used for delivery of services to children under 5.</p> <p>Children centre staff will be expected to deliver services where families are already accessing other services such as childcare setting and Mother & Toddler groups.</p> <p>We will need to work with each community to ensure alternative accessible places for food banks are found.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>go into the community. This includes universal services & family support. Finding alternative buildings that aren't being used is the best option.</p> <p>Several people think the proposal could work but children's centres still need to have a strong presence and identity within the community and they are worried this will be lost if there are not many buildings or offices around.</p> <p>Some commented that the suggestion to use other buildings such as community centres and town halls or school halls for services is a good one -reducing overhead costs of a permanent building. However, it needs to be well managed with a regular programme rather than moving location from week to week.</p> <p>Children's centres are needed in more than just the most deprived areas, but as long as alternative places would be found to still provide the stay and play sessions and parenting courses would still continue then it's something the public could adapt to. If we keep the buildings open but can't provide any of the services/courses this could in the long run have a bigger negative impact.</p> <p>There needs to be the opportunity for everyone to be able to physically visit a children's centre support network, perhaps a clinic and activity session within the local village hall, community centre or school every one or two weeks would be sufficient.</p> <p>Some concern that the remaining children's centres will be unable to cope with increased use by families</p> <p>If groups are to move to community venues they would still have to pay out to hire that venue, as well as centre staff transport costs. Would they be able to provide such good activities and experiences if they have to take resources from place to place? They need to make sure that they are</p>	

Key themes from consultation meetings and survey		
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	<p>being inclusive and not alienating families.</p> <p>The location of the centre is not the key factor. The main reason people don't attend is that it's really daunting to attend a group for the first time - you need someone right from the birth of your child who supports you, who tells you about services/ groups and who if needed attends with you or introduces you to another mum who attends the group with you - if this was set up the existing services would be better used.</p> <p>Many of the buildings are on school sites and so there seems to be no financial gain from the proposals to close the buildings as they could not be sold/leased to the majority of the private sector.</p> <p>A one stop shop (Children's Centre) must be retained- if this is not local then the most vulnerable families should be offered bus vouchers to get to their nearest centre.</p>	
	<p><u>Partnership working</u></p> <p>There is a lot of partnership working from the children's centres and there is a concern from parents and professionals that this may be lost if a centre closes.</p> <p>Health visitor clinics are the way in which most parents access the children's centres and this must not be lost. There is a need to make sure these clinics are held in regular accessible places with the support of children centre staff.</p> <p>A midwife being accessible in children's centres is really important - how will this happen in the future. There is real need to reach parents during the ante-natal period</p> <p>Regular (and free) contact between all settings, regardless of locations of settings or Ofsted inspections - even 'Outstanding' settings require</p>	<p>The expectation of the new provider will be that they continue to work closely in partnership with all relevant professional and delivering services jointly where possible from shared venues.</p> <p>New providers will be expected to deliver joint health visitor /midwife sessions and clinics at local accessible venues.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>ongoing support and communication, even if it a fortnightly email or phone call.</p> <p>Partner with local community groups to share the provision of services and the costs of the facilities.</p> <p>Please ensure that providers maintain the good links already developed between health professionals, charities and others also working with families. Home-start South Wiltshire support many families who do not have the confidence or ability to go to a children's centre through working in families' homes until they are ready and can be encouraged to use local services. Home Start would like to see their role recognised in the tender process.</p> <p>Wiltshire Council needs to ensure that children's centre provision does not duplicate work which is already happening but where possible maintains the partnership work we already do.</p> <p>Home Start service does not rely upon buildings as volunteers visit families at home. Why insist children's centres recruit volunteers to support parents when they could work with Home-Start who have a tried and tested volunteer family support model which works and has been in place for 30 years - don't reinvent the wheel!</p> <p>Town hubs should be created and all services for children including social care should hot desk in the buildings so practice and advice can be shared between services. Also health should be included.</p>	
	<p><u>Border issues</u></p> <p>Some areas where there are proposed closures of centres are on the border of another county; Dorset, Hampshire, Somerset for example and there is a need to think about how these families will access services in the future too</p>	<p>Wiltshire commissioners are committed to working with neighbouring commissioners to find solutions to cross- border issues</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p><u>Targeting services</u></p> <p>Many parents , whilst understanding that there is a need to focus services on vulnerable families, feel that children's centre services should be available to all as all new mothers are vulnerable to a certain extent regardless of their income/ education etc.</p> <p>Parents feel that the resources need to be put into the early years and not taken away as this is when the greatest long term impact can be made.</p> <p>Vulnerable children and their families shouldn't be the main focus of the model. There are plenty of parents from more affluent backgrounds that have cause to use the services and wouldn't know how to access help if they weren't there. Many people feel Centres should be able to cater for all children not just deprived areas families as all parents need support. Emotional resilience of parents - new parents are particularly vulnerable and social isolation could increase.</p> <p>Data about families doesn't always show individual hardship. Having worked in centres that are in deprived and so called affluent areas, the level of outreach is the same. Families' problems are the same in all areas and we don't want families in less deprived areas to feel even more isolated because of where they live and the lack of access they have to services</p> <p>The emotional barriers faced by those vulnerable families that are already accessing services at current centres may deter their engagement in future. The limitations of providing services to a wide reach area with limited resources and funding. The impact on staff retention. The impact on professional relationships that are already established with existing staff and centres.</p> <p>Children's centres play an absolutely vital role in safeguarding children. In this sad day and age when social services appear to only be able to deal</p>	<p>Health visitor services are universally available and children's centres services will be delivered in partnership to ensure all families are aware of children centre services and able to access them locally.</p> <p>The new provider will be expected to deliver services jointly with other services for families including for example mother & toddler groups and early years childcare settings.</p> <p>The Council is committed to prioritising the needs of the most vulnerable families as there is strong evidence to demonstrate that the greatest difference can be made in the long term to children within these families.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>with those children who are in critical and substantial need, who will provide a basic level of support if there are no children's centres? They often facilitate the role of lead professional when a CAF has been carried out.</p> <p>There were a lot of comments regarding the proposals being based on deprivation levels.</p> <p>Just because an area doesn't seem monetarily deprived, does not mean that socially it is ok. Wiltshire has such a high level of armed forces activity, which in turn means there are lots of parents coping on their own and relying on the children's centre services to provide support and a reason to go out.</p> <p>Just because there isn't a high level of deprivation in an area doesn't mean people don't need support. To presume that only children and parents from "certain areas" need this early intervention is a huge and risky generalisation. Children's centres are vitally important in providing this early intervention to children and parents from ALL areas.</p> <p>Domestic violence and post-natal depression etc. can affect parents from any social demographic.</p> <p>'Deprivation' should not be a factor in the proposed model and it would be worth considering expanding services within the current model/budget.</p> <p>Flexibility is needed as community demographics change. An area doesn't need the support now, may do in the future and vice versa.</p> <p>People felt strongly that one of the most important services offered by children's centres is the provision of advice and help on a "drop in" basis. It is vital that new parents are able, without needing an appointment, to drop in and receive help. There are concerns that without this the effect of post-natal depression will be worse, which will cause vulnerable people</p>	

Key themes from consultation meetings and survey		
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	<p>to suffer who may not yet be classed as "vulnerable" or "deprived". It is hard to see how this service can be offered without a dedicated location.</p> <p>Several comments indicate that focusing children's centres in socially deprived areas will increase socioeconomic division. Children's centres are an impartial venue, bringing together parents who would not normally mix socially.</p>	
West	<p><u>Trowbridge</u></p> <p>Parents are not clear about where in the community services could be offered and venues need to be in the centre of town.</p> <p>Trowbridge parents have developed a petition with 612 signatures (as of 1st December 2015) against closing two children's centres in the town.</p> <p>Many people think that Studley Green children's centre is too small and Longfield should be retained. Early years Inclusion Officers know many families use this centre and attend many of the activities.</p> <p>Access to Studley Green by public transport is not very good and the car park and road will not be able to cope with additional traffic.</p> <p>Some people consider that Bellfield is the centre to keep open. The most vulnerable children appear to be in Bellefield but this is the centre which is being closed. This ranks as no 2 in terms of deprivation. If children's centres are about supporting the most vulnerable, the data you have provided is not reflected in the proposal. Areas with low deprivation are keeping centres and areas with high deprivation are losing centres.</p> <p>There is a strong opinion that there needs to be two children's centres in Trowbridge as it is a large town and other major towns are retaining 2 centres (eg, Chippenham cluster - low deprivation per your figures and retaining 2 centres does not seem fair for the 3 significantly more deprived</p>	<p>There are a range of alternative venues available in Trowbridge including for example the library, County Hall, the Tesco room.</p> <p>There is a need to increase childcare places in this area and there may be potential for joint delivery of services with children's centre staff from these venues</p> <p>There is a potential to keep Longfield as the children's centre site and for the school to change the use of Studley Green to provision of childcare whilst retaining some space for delivery of children's centre services from this building.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>areas in BA14).</p> <p>Trowbridge has one of the highest levels of children with Speech and Language issues, obesity and domestic abuse in the county and yet it looks as though you are considering cutting the number of centres from 3 to 1.</p> <p>People will not visit Studley Green due to the stigma attached to it.</p> <p>Concerns raised that if Longfield closes how services will be delivered to minority and ethnic community where there is a high level of Polish and Moroccan speaking families.</p> <p>Trowbridge and Chippenham are growing rapidly and to reduce the number of children's centre makes it seem that the Council lacks foresight in the future requirements of growing communities which have diverse needs.</p> <p>Why even retain Studley Green? Why not do it in the community as planned for the other 2 centres and give the current facilities to the school to assist in running some service?</p> <p>The levels of deprivation (IMD rankings) 2015 indicate that the LSOA around Longfield has higher levels of need than in the 2010 figures therefore the need is still in that area. The IMD rankings don't necessarily show the true level of need in the area due to the new houses just down the road.</p> <p>Not sure where else services can be offered. No suitable alternatives have been identified in West Wiltshire, without an alternative investigated and in place how can you close the service</p> <p>The proposal sounds reasonable, as long as existing services remain in place somewhere. Trowbridge has really good network of excellent children's centre services, and should reach more children/families</p>	

Key themes from consultation meetings and survey		
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	<p>Support for keeping Longfield Children's Centre open includes comments from the nursery attached to the centre that they use the centre daily for parents who have a variety of needs. There are 2 big new housing estates in this area which need to be taken into consideration when deciding which centre to close. Longfield is a much more central centre for families to be able to use, as Studley Green is out of town and a long way from this side of town.</p> <p>These are services that often require the provision of a crèche which means 2 separate rooms are required; there are few venues available in Trowbridge that can offer this. The other issue is that some of the community buildings (for example the Tesco community room and the Longfield and Studley Green community centres) are used a lot and there is actually limited availability to other agencies.</p>	
	<p><u>Bradford on Avon</u></p> <p>Letters received from: Local GP practice who expressed concern about the proposed change of use of the children's centre in that they manage many families with significant health and social needs who they believe will be less likely to access services further afield.</p> <p>Fitzmaurice Primary School Governors expressing concern about closure of the centre and the lack of alternative venues for delivery of services in Bradford on Avon. The school feel that the centre 'plays a vital role in providing for the under 5's'.</p> <p>There is a petition of 96 parents (as of 1st December 2015)</p> <p>This children's centre is a gateway for parents with bad experiences to access school.</p> <p>Parents will not be able to get to the children's centre in Studley Green as bus services are poor.</p>	<p>The current childcare provider would be open to increase childcare places at this site. There is then the potential that some children's centre services can be delivered from this site.</p> <p>Alternative venues that are accessible to families that have been identified by the community include: The old youth centre , the library (1.5 days pw) to be used for children's centre service delivery for dedicated, regular access</p> <p>The new children's centre provider for the West cluster will be expected to work closely with the school to retain the good links that exist</p> <p>The clusters have been developed around levels of need and it the expectation of new providers that services will be delivered throughout the whole cluster area to meet identified need.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>There is only one children's centre in Bradford on Avon and not many other suitable venues.</p> <p>The clusters seem uneven as in this area we are going from 4 buildings to 1, in other areas it is from 4 -2.</p> <p>The children's centre would need to be re-modelled for use as a nursery and that will cost money.</p>	
	<p><u>Warminster</u></p> <p>Parents understand the need to reach more local communities.</p> <p>They don't feel this centre is well used although would like to retain somewhere to do messy play, as feel that they are not able to do this at home.</p> <p>Outside play space is vital and there should be more use of the Forest School.</p> <p>This centre is easy to walk to although people don't use it as it is not well advertised.</p> <p>The needs of Warminster with a formula that takes account of military families' incomes would be good. Such a formula is considered for school funding and the government has highlighted these families' needs through additional pupil premium funding for service children in schools. How assessable other centres would be to the families that live local to the centres that will be closing, not everyone has transport or feels comfortable going to other settings.</p> <p>Concern expressed that vulnerable children in Warminster will lose out. This area is often underfunded as the high number of military families skew statistical measures of deprivation (due to income levels of the</p>	<p><u>Warminster</u></p> <p>The Head teacher of the school has agreed to expand the current children's centre area to use for Parent Support Advisors (PSAs) and have a children's centre outreach worker based there for one or two days a week as a "drop in" facility.</p> <p>The library is also a good potential site for 1.5 days pw dedicated time for children's centre services</p>

Key themes from consultation meetings and survey		
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	<p>serving family member). However, experience suggests that there are high numbers of children in need and military families suffering the impact of transient lifestyles, lack of child care options and lack of family support in the local area. Many of these families do not have cars and would not travel to Westbury.</p>	
	<p><u>Melksham</u></p> <p>Parents in this area feel that the centre is not well used and there is potential for more work with families in the community</p> <p>Local parents will not access the Kings Park centre and don't go to Canberra either. There is a gap in provision for vulnerable families in this high need area.</p> <p>More joint working with the school would help to engage with the families we want to reach.</p> <p>There is a real need for support around communication and parenting in this area.</p> <p>The school could work more with children's centre services.</p>	<p>River Mead School would welcome the opportunity to use the space available should the King's Park children's centre change its use. The space could be used to deliver a range of parenting support and support for vulnerable families in conjunction with children's centre staff.</p>
North	<p><u>Chippenham</u></p> <p>The Rise Trust expressed great concern that this facility would be lost to the community as believe there is a real need for it in their community. They report that the Rise delivers £2 of service for every £1 Wiltshire</p>	<p>There is the potential for a provider to use space in the building for delivery of children's centre services if this can be self-financing.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>contributes, and feel that as the King's Rise centre is classed as 'Outstanding' this should remain open as a children's centre.</p> <p>Parents feel that there are limited options for alternative venues for delivery of services in this area.</p> <p>There is a concern that cost of renting alternative community venues would be greater than continued use of the children's centre building.</p> <p>Over 80 people attended the consultation event and expressed their dismay at the potential loss of the King's Rise children's centre as a resource to families in the area. There is petition to retain the centre from families with 359 signatures (as of 1st December 2015).</p> <p>Parent report that the centre is well used by many vulnerable families Chippenham.</p> <p>There is strong opposition to closing King's Rise children's centre. It is attached to Springboard Opportunity Group and relied upon by many vulnerable children with additional needs and their families</p> <p>They are building new houses in Pewsham and as of yet no plans to open another GP surgery. This with the closure of the children centre will cripple the GP service with additional visits for parents and kids for minor illnesses and also an increased rate of mental illnesses due to isolation (lack of public transport) and now no children's centre for support and social.</p> <p>Concerns that the buildings in Chippenham already are used well - so much so that they do not have the capacity to offer regular lettings to services like CAMHS or contact sessions. After attending a recent Super Advisory board meeting for The Rise it is evident that the trust delivers far more services (all outstanding) than the LA money currently allocates to the 3 centres.</p>	<p>Many services in Chippenham are already delivered out in other buildings</p>

Key themes from consultation meetings and survey		
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	<p>Pewsham has already lost the bus service. It would make travelling to another centre difficult. There is also a new development of houses due to be built.</p> <p>Some people are saying they feel King's Rise Centre is by far the best centre in Chippenham offering a sensory room that will impact children with disabilities.</p> <p>King's Rise is in the middle of a huge housing estate and in the catchment area for 3 primary schools and a secondary school. They are also proposing to build between 200-500 new houses outside Pewsham. This would bring a multitude of new families and children into an area which (if King's Rise was closed) would not get support.</p> <p>It is now even more difficult to take children to the centres further than Pewsham now the bus service has been cut, if you don't have your own transport.</p>	
	<p><u>Malmesbury</u></p> <p>Parents are very concerned about the potential closer of the children's centre and have formed a petition with 158 signatures (as of 1st December 2015).</p> <p>Some people feel that the campus could be an alternative place for delivery of services.</p> <p>Community members feel that the centre is currently not well advertised and not enough families know about it so there is a potential for increased use.</p> <p>There are more houses being built and these people will require a service.</p> <p>The town is isolated and the M4 is a barrier to families accessing services.</p>	<p>The Malmesbury Campus could be available for delivery of children's centres services on a regular 2 days per week for sessions, drop in and as a point of information and advice should the new provider wish to use it. Staff would be able to hot desk from here.</p> <p>As there is to be an increase in housing it is imperative that these services will need to be delivered in a wider range of venues across Malmesbury including for example the Town hall and youth centre.</p> <p>Alongside this, children's centre from line staff will be expected to deliver services jointly with services already delivered across Malmesbury such as health Visitors, Childcare settings and Mother & Toddler groups</p> <p>The new provider would be expected to meet the needs of army families</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>Costs of the transport are very high and are not regular.</p> <p>There are more houses being built and these people will require a service.</p> <p>The children's centre makes a huge difference to families in all circumstances, the centre create community.</p> <p>The schools in the town value the input of the centre teams as it has made families more willing to access support in schools.</p> <p>Would be possible to share use with the re-developed Youth Centre.</p> <p>Less services in towns like Malmesbury to access – in towns like Chippenham there are already other services. Would be better if it was possible to say that the alternative was using the campus, and then it wouldn't feel as scary.</p> <p>There is deprivation in this area, although it might not be the financial kind of deprivation experienced elsewhere. Deprivation needs to be all encompassing.</p> <p>Diverse army population coming from all over the globe and the country. Experience from the army base is that not having the community centre there means that families don't access services. Families from there would also be unable to access Chippenham services because there are no transport links.</p> <p>Children's centre is very effective because it is somewhere different from the camp and they don't want the stigma of accessing services on camp. Currently more families on the camp accessing the counsellor at the children's centre than on the camp.</p> <p>Indices of deprivation don't cope very well with army families because they will all be in work and will have a member of the family in</p>	<p>and understand and priorities this within their delivery.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>employment.</p> <p>The centre is crucial to families all around the area both in and out of the town.</p> <p>Impossible to provide what is provided now without a building designated as a children's centre. Community groups will not be able to provide places to meet without charging more to cover cost of hiring that building.</p> <p>With proposed cuts to the children's centre in Malmesbury do we have to leave families with no support until they become a 'vulnerable' statistic?</p>	
	<p><u>Corsham</u></p> <p>Parents understand that the building is inadequate and in the wrong place, but feel that there still needs to be a building</p> <p>The number of houses being built means that there will be a shortfall in the number of spaces for 5 year olds.</p> <p>Corsham is being seen as a satellite, but there needs to be a definite Corsham base with open access.</p> <p>Bus service is inadequate in the area. Mums won't be able to use the bus to get to remote locations or to Chippenham.</p> <p>Campuses are an untapped resource. There needs to be a permanent presence in the Springfield campus and it is known that they have the capacity to host the centre.</p> <p>Food bank use the centre as a permanent delivery point. Won't be able to use the building to do this, and families won't be able to access the food banks.</p> <p>There is a need at least a permanent room for crisis and for social care</p>	<p>The campus would be available for delivery of children's centre services could on a regular 1-2 days per week. This would provide the regular access and consistent base that parents have asked for. Staff are also able to hot-desk from there and storage would be available. There would be a facility for provision of information about children centre services</p> <p>The current children's centre building would change its use to provide much needed childcare in the area. There is potential for the childcare provider to work with the children's centre provider to deliver some sessions from there.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>when they call and say they need somewhere safe to meet the family.</p> <p>Using community building such as Corsham Campus to provide the children's centre staff with permanent space to meet the needs of families and not just leave them with telephone support. The ability to 'drop in' for support during a crisis is very important for families. Families currently benefit from a sensory room which is used on a daily basis which would be a loss of service. The ethos of children's centres is to meet the needs of children and families. The LA needs to not focus on too much 'targeted' work as those families are already able to access additional support from Health Visitors and social care etc and the other children will slip through the net.</p> <p>Have no problem with relocating the services to other buildings in Corsham but would be concerned if services were relocated to Chippenham due to accessibility.</p>	
East	<p><u>Marlborough</u></p> <p>There is an online petition with 158 signatures (as of 1st December 2015) of parents who feel strongly that the centre should remain.</p> <p>All of the centres earmarked for closure on the fringes of Wiltshire which does not seem right as there are no reliable public transport options - Would have to use 2 buses to get to Pewsey, costs £5 return. Many families in Marlborough do not have cars.</p> <p>Parents are concerned that the building might remain empty</p> <p>Parents feel that although Marlborough is viewed as privileged, there is some serious deprivation across the town and so it is short sighted to remove the centre.</p> <p>Parents reported that they would be happy to pay to attend a session</p>	<p>The expectation of the new provider would be that children's centre services would be delivered within Marlborough at regular accessible venues including the Leisure centre and youth centre.</p> <p>It will be an expectation of the new provider that they work with the local community to identify additional venues where vulnerable families already access and deliver services to those places.</p> <p>Services could be delivered on a regular basis 1.5 days per week from the library as a point of access and drop-in.</p> <p>The joint working with Mother & Toddler groups will continue and be enhanced.</p> <p>Food parcels could be distributed through other venues/organisations.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>rather than see the centre close</p> <p>The children's centre is a really accessible venue, in the middle of town and parents feel that the centre brings parents from all walks of life together, it creates community cohesion.</p> <p>The best location would be a purpose built unit at the new St Mary's/St Peters school, there are numerous families living in rural Wiltshire who need the support that children's centres can offer and could probably not be able to or not want to have to travel to Swindon to access this support.</p> <p>Families who need the help will just not know where to access it. With no information centre, no children's centre, no job centre or CAB to just drop in on in the Marlborough area, people may not have a place to turn to. Some people are afraid to use the phone too. Services need to be planned out carefully before the changes are made to ensure families feel confident knowing where they can turn to.</p> <p>There are already minimal baby groups available in Marlborough that don't cost a fortune. New parents that move to the town will now have one less place to meet new parents.</p> <p>The centres that are being kept open need to be central and accessible. Apart from the families in the town, Marlborough Children's Centre serves families from a wide rural area. Many of the more needy parents come into Marlborough on the bus to shop etc. and access support at the children's centre at the same time. In order to get to the nearest centre in Pewsey these parents would have to take their babies and toddlers on two buses.</p> <p>From the information on the consultation document it would appear that a higher percentage of needy families live in the Pewsey area, however, despite its leafy appearance Marlborough has a high level of deprivation. The head of the St Mary's Infant School in Marlborough reported that the</p>	

Key themes from consultation meetings and survey		
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	<p>children's centre provides much needed support for families both before and after the children start school. This year's Mosaic Index which comes from the local authority put us as the 11th most deprived school out of 177 in Wiltshire.</p>	
South	<p><u>Amesbury</u></p> <p>Concern from town councillors that the centre is needed to make sure that parents have access to support when they need it. They feel that travel to Bulford for parents is not an option as the bus service is not adequate.</p> <p>There are a further 650 houses planned for Amesbury including 40% affordable housing.</p> <p>Parents fully supported the proposed delivery model of taking services out into a range of community venues.</p> <p>This is already the model of delivery in Amesbury and the centre is currently mostly used for a staff base.</p> <p>Parents reported that the outreach service is more important than the building.</p> <p>The staff have made all the difference, offering outreach and courses, sorting out benefits and offering support at the most important and difficult times. The negative stories in the press don't say how important the actual service is rather than the building.</p> <p>Would agree with the principles however cannot see how the current proposals to move the centre to Bulford will work. By virtue of population figures, the deprivation as well as the number children under five must be greater in Amesbury. The children's centre in Amesbury is new and much better suited than that offered in Bulford.</p>	<p>The current model of delivering children's centre services via a range of local venues will be further developed.</p> <p>The library is an alternative venue Monday morning and Wednesday for Mum2Mum Breastfeeding Group.</p> <p>Universal services will continue to be accessed through toddler groups and health visitor services.</p> <p>With the increase in housing due there is need to increase the range of venues used to ensure as wide an outreach as possible across all areas.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>Parents want a central location in the town, makes it easier for people to go to, and know where to go to for help and support as well as classes.</p> <p>In favour of having one service provider in south Wiltshire.</p> <p>It is apparent that no consideration has been given to traffic/parking issues in the areas of Kitchener Road and Cold Harbour. This is being caused by a massive increase in the school toll from 205 in 2009 to a projected 420 for July 2016. Current roll is 379, in itself an increase of 50 in the last 6 months. Any increase in the provision of nursery care for the children's centre must be considered; it is also apparent that the outreach provision is not reaching the centre of deprivation in the Town (the Wyndham Hall and Nicholson centres have been highlighted in the survey) but, it is understood that use of the Redworth centre (Sports centre) has not been feasible due to the high costs that would be incurred. Wiltshire Council rapidly needs to rethink its charging strategy and make full use of its own buildings and facilities.</p> <p>It has become clear that the majority of the services are delivered from external sites and outreach and a conclusion could be reached that savings would be made from not having to staff a large building that is not used and that this money could be better used to support delivery of services within the community. In order to continue to drive these figures upward – a consistent and rational debate is needed about the use of authority run spaces. What needs to be done now is to ensure that Local Authority departments working in conjunction with each other are communicating effectively to support delivery of our services within the local community by the provision of affordable public and authority funded spaces for the providers to access such as Libraries, Leisure Centres and Community Centres as this will be crucial to saving money from any existing building costs</p>	
	<u>Mere</u>	

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>Letter from Town Councillors suggesting that Mere remains as a centre rather than Tisbury as limited alternative venues in Mere and will work with the council to also offer adult learning from the centre in the future.</p> <p>The community feel that Mere has lost all of its other services.</p> <p>Having the centre building is a life line to families who are transient such as military families.</p> <p>Parents are concerned that:</p> <p>Closing the building might not represent a cost saving, especially if the school can't use the building.</p> <p>There are other borders with other local authorities and so there should be agreement such a Dorset and Somerset. Some of the over border towns have lost their centres completely, and so there is nothing for families to go to.</p> <p>Rurality needs to be taken into account as a REAL vulnerability because, unlike towns, there are no other services or places to go.</p> <p>Tisbury is not an alternative – too far away so makes no sense to keep that one and not Mere - more need in Mere</p> <p>Parking would be an issue everywhere else in Mere. Good accessibility here and lots of parking.</p> <p>The school does not want to take the space over because it cannot afford to.</p> <p>There is continuity of bringing your child to the same place for children's centre, pre-school and then school.</p> <p>There is more need in Mere than in Tisbury</p>	<p>There is a potential for Mere to continue to be used to deliver children's centre services 2 days per week and work in partnership with Tisbury as a single Children's Centre hub.</p> <p>The current use of this building is very expensive and costs could be streamlined to allow for more services to be delivered in a variety of community venues.</p> <p>Local venues such as the Grove building and lecture hall could be regularly used for delivery of services.</p> <p>Rural areas will have regular services delivered to them as these families cannot access Mere.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>Availability of equipment and toys-the children's centre in Mere provides a huge range of activities and toys that would not be possible if they had to be transported to and from groups. It is set up for children in a way that no other venue is.</p> <p>Some sort of community hub is needed, possibly developing the pre-school space could combine services, but Mere residents would not travel to access the Tisbury centre, so outreach would need to be well resourced.</p> <p>If Mere one does get closed then maybe they should set up a pick up and drop off service for those that like to still go to a children centre. This way the families that have lack of money and resources can still go to them.</p> <p>Mere wins over Tisbury on all counts - deprivation higher, number of children higher, suitability - the Tisbury Campus cannot offer things like the sensory space at Mere and will not allow for toys etc. to be left about for the next morning, there is room at Mere to expand.</p> <p>That this may have a big long term effect on child development and local community. Mere has a good low crime rate and a good school. This may be challenged for the long term if services reduce.</p>	
	<p><u>Wilton</u></p> <p>Rev Mark Wood set out a proposal from the Wilton Middle School Education Trust to renovate local church rooms to provide children centre services from there. They will pay for an additional 1 year lease at the current centre, whilst this renovation of the church rooms is taking place.</p> <p>Parents feel that the children's centre is the heart of the community and many people travel from out of the area to attend.</p> <p>There is a strong feeling that without the centre there would be nowhere</p>	<p>A new provider could use the space at the proposed new community building although there would be ongoing costs of utilities for one year at existing building and then ongoing for new building</p> <p>There will be a small charge for rent for new building that will need to be taken into account by a new provider.</p>

Key themes from consultation meetings and survey		
Area	Consultation comments	Response
	<p>for parents to meet and offer peer support</p> <p>Parents are concerned that:</p> <p>There is no way parents will go into Salisbury for services as the bus is very expensive as is parking.</p> <p>A new housing development is planned and this will increase the population.</p> <p>It is difficult to recruit volunteers in this area.</p> <p>Health clinic in Wilton needs a place where both the centre staff and health visitor can work together in a multi-agency approach.</p>	
	<p><u>Downton</u></p> <p>Children's centre staff are already delivering in the future model – out where parents are and this has been successful.</p> <p>Boundary issues – need to work with neighbouring commissioners to agree who can access what and also allow centres to count these as families for targets</p> <p>What should also be taken into consideration is travelling distances & transport connection. For example there is no point in having many centres in Salisbury, but closing the one in Downton that serves all the villages in the area. There are also vulnerable children & parents here.</p>	<p>The current building will be used as childcare provision and some children centre services can continue to be delivered in partnership</p>

Appendix 4

Alternative venues for children's centre service delivery

The table below sets out venues that could be used for the delivery of children centre services. Many of these are currently being used for delivery of children's centre services.

North Cluster
<p>In addition to various local village halls throughout the cluster the following venues would be available for delivery of children's centre services.</p> <p><u>Malmesbury:</u> Riverside Campus, Town Hall, Wellington Place Community Centre, Library</p> <p><u>Corsham:</u> Springfield Campus, Church rooms, Pound Arts Centre</p> <p><u>Wootton Bassett:</u> St Michaels Church Hall, fire station</p> <p><u>Chippenham:</u> Neeld Hall; St Pauls Hall, Ladyfield Hall, The Hub, Sheldon Rd Methodist Church</p> <p><u>Calne:</u> Coleman's Farm Community Centre, St Dunstan's Primary, Beversbrook Sports Centre</p>
West Cluster
<p>In addition to various local village halls throughout the cluster the following venues would be available for delivery of children's centre services.</p> <p><u>Trowbridge:</u> Tesco room, County Hall, Library, Sports Centre, Castle Place leisure centre</p> <p><u>Bradford on Avon:</u> Youth Centre, Library, The Mount</p> <p><u>Warminster:</u> Avenue School, The Hive, Sports Centre</p>
South Cluster
<p>In addition to various local village halls throughout the cluster the following venues would be available for delivery of children's centre services.</p> <p><u>Salisbury:</u> Libraries, Methodist Church.</p> <p><u>Mere:</u> Grove Building Lecture Hall</p> <p><u>Wilton:</u> Community Centre Church Rooms Wyndham Building</p> <p><u>Amesbury:</u> Library</p> <p><u>Downton:</u> Leisure centre, Morgan's Vale Academy, Old Sarum Community Centre</p> <p><u>Tisbury:</u> Ludwell Primary, Tisbury Sports Centre</p>
East Cluster
<p>In addition to various local village halls throughout the cluster the following venues would be available for delivery of children's centre services.</p> <p><u>Marlborough:</u> Library, Marlborough leisure centre, Lawrence Acre Day Room, Methodist Hall Aldborne</p>

Appendix 5

Service re-design consultation survey results

1. Introduction

Wiltshire Council are consulting on proposals to reduce the number of designated children centre buildings across Wiltshire and the development of a new service delivery model to ensure focus on vulnerable families. The model would be delivered via four clusters and with 15 designated children centre buildings with services being delivered in a range of community venues throughout each cluster. A public consultation was held from 16th September 2015 and closed on 6th November 2015. As part of the consultation process public and professionals were asked to complete this on line survey. Results of the survey have been analysed along with feedback from over 40 consultation events.

2. Methodology

An online version of the consultation questionnaire was made available on the Wiltshire Council website, while the URL address was advertised via children's centres paper version of the questionnaire was created using Snap Survey software and a version was also available online.

In total, 738 responses were received.

On line responses were exported into an Excel compatible data file, which was augmented with manual entry of all paper copies received. Data was checked and cleaned to ensure it was of the best quality.

3. Demographics

3.1 Gender

Respondents were asked to state their gender. Of the 727 respondents who answered this question the percentage split was as follows:

	Responses
Female	651 (90%)
Male	58 (8%)
Prefer not to say	18 (2%)

3.2 Type of respondent

Respondents were asked to indicate if they were users of children's centre services. Of the 737 respondents who answered this question, the results were:

Type of respondent	Responses
A parent/carer of a child who does not at present use a children's centre	54 (7%)
A parent/carer of someone who uses a children's centre	369 (50%)
A parent/carer of someone who has recently used a children's centre	76 (10%)
A professional working in the sector	142 (19%)
A resident	41 (6%)
Other	55 (7%)

3.3 Age of youngest child

Those respondents who indicated that they were the parent of a child who was or who had accessed children's centre services were asked to indicate the age of their youngest child. Of those respondents who answered this question (437 out of 445) the results were:

Age of youngest child	Responses
Under 1 years old	158 (36%)
1 years old	112 (25%)
2 years old	101 (23%)
3 years old	39 (9%)
4 years old	14 (3%)
5 years or older	13 (3%)

3.4 Children's centre reach area of respondent

Respondents were asked to identify their postcode so that this could be matched to the reach areas of individual children's centres.

Bellefield	33
Bradford on Avon	31
Bulford	24
Calne	31
Canberra	3

Clearbury	25
Corner House	18
Corsham	50
Cricklade	30
Devizes North	8
Devizes South	12
Elim	7
Five Wishes	33
Happy Feet	14
King's Park	10
King's Rise	60
Little Folly	8
Longfield	20
Malmesbury	67
Mere	26
Pewsey	11
Salisbury City	6
Spring Rise	44
Studley Green	20
The Rise	33
Tisbury	1
White Horse	18
Wilton	5
Windmill Hill	12
Wootton Bassett	8
Incomplete	54
Out of area	16

4. Analysis

4.1 Alternative venues

Respondents were asked to identify venues which might be suitable for the delivery of children's centre services. Respondents could choose from six pre-populated suggestions and through an open text box could suggest venues of their own. This question allowed for multiple choice answers.

Venue	
Village halls	327
Schools	226
Community Centres	443
Pre-schools/nurseries	300
Online	43
Children's centres	631
Other	78

Of the respondents who selected 'children's centres', a total of 118 chose this as a sole option for the delivery of services.

In the 'other' open text box, respondents could record whatever they wished. Extrapolating the venues mentioned, the results in order of popularity are:

Library	9
Doctor surgeries	7
Leisure centre	4
Health visitor clinic	2
Hospital	2
Parks	2
Town hall	2
Health centre	1
Playgroups	1
Soft play	1
Swimming pool	1

In addition to the above, 15 responses indicated that only children's centre buildings were suitable.

4.2 Buildings versus services

If there was less funding going forwards, respondents were asked to indicate whether they would rather see savings made from buildings or services (ie front line staff). Of the 714 respondents who answered, the results were:

	Responses
Reduce children's centre buildings, but keep existing services available at alternative venues in your local area.	414 (58%)
Keep existing buildings open, but with fewer services available for families in the area.	215 (30%)
Other	85 (12%)

Although 85 respondents selected 'other', a total of 127 individuals actually commented in the open text box. Many of the responses made multiple points and so these were extracted into individual comments and were grouped in themes as below.

Some individuals (9) noted that alternative venues could be used, but only if they were easily accessible and suitable for children aged 0-5 (ie have changing facilities, be warm and friendly). However, some were concerned that services could not be run as effectively from buildings which were not purpose built, and if they were not on a public transport route this would stop families without cars accessing (6).

A proportion of respondents did not think that savings should be made from children's services (13) because of their importance and the risk to vulnerable families being missed. A range of alternatives (no staff travel, improve efficiencies, cut salaries from top down) were suggested, while some (6) thought funding should be increased because of the cost savings later in the child's life. Many (19) noted that none of the buildings should be closed, while a further number (33) specified that neither buildings nor services should be affected. Some also questioned whether closing buildings would save money if providers of services were forced to pay for alternative venues.

Rather than make cuts, (11) thought that extra revenue could be raised by using volunteers to run some services, by charging/asking for contributions (16), or by hiring out space to other groups to run sympathetic services (9). Some thought there could be more targeting of work to make it more cost effective (5) while some wanted less.

4.3 Targeting of services

Respondents were asked to identify the extent to which they agreed or disagreed with the following two statements:

- It is important for children's centre buildings to be in areas that have more vulnerable children.
- It is important to offer more services to vulnerable children than to all children.

The results were:

It is important for children's centre buildings to be in areas that have more vulnerable children.	Responses
Strongly agree	231 (32%)
Agree	234 (32%)
Neither agree nor disagree	121 (17%)
Disagree	105 (14%)
Strongly disagree	39 (5%)

It is important to offer more services to vulnerable children than to all children.	Responses
Strongly agree	102 (14%)
Agree	227 (31%)
Neither agree nor disagree	95 (13%)
Disagree	201 (28%)
Strongly disagree	103 (14%)

4.4 View of proposal

Comments within this section have been fed into the overall consultation summary at appendix 3 of the Wiltshire Council Cabinet Report 15th December 2015

Key themes are:

- Central place for families of young children to access support
- Cost savings and efficiencies
- Deprivation and vulnerability
- Reshaping of services
- Quality/level of service

- Transport and accessibility
- Knowing what is happening and where
- Reaching more people in local communities
- Alternative venues for delivery of services
- Partnership working
- Border issues
- Targeting services

4.5 Issues the local authority needs to consider

As above - Comments within this section have been fed into the overall consultation summary at appendix 3 of the Wiltshire Council Cabinet Report 15th December 2015

4.6 Use of volunteers

Children's centres have always been tasked with recruiting volunteers, both as a means to build community participation and as a pathway for parents to return to work. Respondents were asked if they thought that further volunteer recruitment might be a suitable way to increase capacity and allow for extra services to be delivered. Of the 730 respondents who answered this question, the results were as follows:

Do you think more groups/activities could be provided by volunteers	Responses
Yes	314 (43%)
No	269 (37%)
Don't know	147 (20%)

Wiltshire Council

Cabinet

15 December 2015

Subject: Changes to Family Support Services

Cabinet member: Councillor Laura Mayes – Children's Services

Key Decision: Yes

Executive Summary

There are currently two family and parenting support services being used by Wiltshire families. One is provided in-house within the Council's Children's Services for families meeting the threshold for statutory intervention and the other is commissioned from a large national voluntary and community sector organisation when families request help at an earlier stage. The commissioning of the Wiltshire Families First Service from the voluntary and community sector was approved by Wiltshire Council Cabinet in 2010 as part of implementing the Family and Parenting Support Strategy which involved changes to the funding of a number of voluntary and community sector organisations.

Proposal(s)

Cabinet is asked to approve the creation of a single family support service to be provided by the Council. Staff from the Wiltshire Families First Service will transfer into the Council to create a single intensive family and parenting support service. The family support service will be accessible to all families who require a more intensive form of support beyond that which is offered from the Council's Early Help Service and children's centres and will include support for families who meet the threshold for statutory social care intervention.

Reason for Proposal

The contract for the Wiltshire Families First Service started in April 2012 and will end in March 2016. Since 2012, a number of changes to the way in which families receive support have taken place. These include establishing a multi-agency Gateway Panel for allocation of family and parenting services. Improved recording of information received on Early Help Common Assessment Framework (CAF) referrals has been established and the intelligence provided by the Gateway Panel tracker is providing new information about the needs of the families in Wiltshire and also an insight into how well existing services are responding to this. This information suggests that the Council could improve its support for families by having a single family support service with the potential to re-design and re-shape the service to meet identified need.

In addition to this the expansion of the national Troubled Families programme and the change in criteria for Phase 2 of the programme in April 2015 means that more families are now eligible for intensive family and parenting support via the Gateway Panel. Now that Central Government has announced that funding for the Troubled Families programme will continue for a further five years, a single family support service will help to ensure that the Council and partners can continue to meet the requirements of the programme. The revised criteria for Phase 2 of the Troubled Families programme cover both families requiring early help and those in receipt of statutory interventions from Children's Social Care.

Carolyn Godfrey

Director of Children's Services

Subject: **Changes to Family Support Services**

Cabinet member: **Councillor Laura Mayes – Children’s Services**

Key Decision: **Yes**

Purpose of Report

1. This report seeks Cabinet approval for the proposal to bring the Wiltshire Families First service in-house. The service is currently provided by a large voluntary and community sector organisation. Bringing the service in-house would enable the Council to create a single family support service accessible to all families who require a more intensive form of support beyond that which is offered from the Council’s Early Help Service and children’s centres and will include supporting families who meet the threshold for social care intervention.

Background

2.1 Creating the Wiltshire Families First Service

In 2010 Wiltshire Council Cabinet approved the Family and Parenting Support Strategy which set out plans for delivery of a range of family support services to meet the needs of families living in Wiltshire. The strategy included plans for de-commissioning a number of small, localised family support services provided by the voluntary sector. A business case was made for using the budgets from these services to fund a new service to work with families with long term complex needs caused by a range of factors including substance misuse, mental health needs of parents and domestic violence. It was agreed that this service would meet needs just below the social care threshold, attempting to reduce the need for social care intervention and providing “step-down” once a family no longer needed statutory intervention from Children’s Social Care. The Council decided to tender the service and the contract was awarded to a large national voluntary and community sector organisation. The Wiltshire Families First Service became operational from 1st April 2012. The contract was for 3 years with an option to extend for another 2 years. In March 2015 it was agreed to offer an extension of 1 year only in order to gather more information on the effectiveness of the current family support services in reducing demand for more specialist intervention, including preventing children and young people being taken into care. The contract will now end on 31 March 2016.

2.2 The in-house family support service

The Family and Parenting Support Strategy also outlined plans for a review of the in-house Children’s Services Family Support Service. Following the review 2

services were established - a Contact and Assessment Service and the Intensive Family Support Service. The Intensive Family Support Service works in 4 main areas:

- Reducing risk and the need for child protection plans and legal intervention.
- Supporting families where children may otherwise need to be taken into care.
- Supporting reunification of children with families and a safe return home from care.
- Providing support where there are vulnerable babies in families in receipt of statutory intervention.

2.3 The Troubled Families Initiative

In December 2011 the government announced funding for local authorities to work with partners to radically transform the lives of the country's most troubled families. Wiltshire was allocated 510 families to "turn round" before end March 2015 and the target was met in January 2015. In June 2013, the Government announced plans to expand the Troubled Families Programme for a further 5 years from 2015/16 and funds have now been committed for the full five years of the programme. Wiltshire was invited to become an early starter for the programme and commenced Wave 2 in January 2015. The criteria for inclusion of families in Phase 2 of the programme have been widened and now cover both families requiring early help and those in need of statutory social care intervention. A single family support service would be able to meet the needs of a significant number of families that meet the Troubled Families criteria.

Main Considerations for the Council

3. The Council is being asked to approve the reconfiguration of family support services in Wiltshire by bringing the Wiltshire Families First Service in-house to join with the Children's Services Intensive Family Support Service. This would provide effective targeted interventions for all levels of need. There is also an opportunity to reduce costs and make savings by including in the service redesign the provision of more targeted early intervention which will prevent adolescents being received into care and reduce the need for the involvement of specialist services. One family support service is more likely to reduce the demand for high cost interventions and enable more cost effective delivery of a wider range of interventions required to meet the needs of families in Wiltshire. One service will ensure Wiltshire is able to continue to deliver effectively on the Troubled Families agenda.

Safeguarding Considerations

- 4.1 There is duplication and confusion in the present arrangement of having two family and parenting support services which could, if not effectively managed, cause delay to families receiving support. This has the potential to make the services less safe for children who may be at risk of harm.
- 4.2 Creating one service that can work with families across the thresholds of need will ensure a continuous safe service is provided for the family.

Public Health Implications

5. The new service will continue to work in close partnership with health professionals such as Midwives, Health Visitors and School Nurses to meet key public health outcomes set out in the Public Health Outcomes Framework for Children and Young People.

Corporate Procurement Implications

- 6 The proposal is to bring the Wiltshire Families First Service in-house when the contract finishes on 31 March 2016. A 'make or buy' analysis has been completed which supports the delivery of a single combined family support service by the Council.

Environmental and Climate Change Considerations

- 7.1 The changes proposed will not impact on environment or climate change. The proposal is for two existing services to come together. Many of the Wiltshire Families First staff already work from Council resource bases and hubs and also hot desk in County Hall.
- 7.2 Reducing the need for the additional building (currently used as a base for the Wiltshire Families First Service) to deliver the separate service will reduce energy usage and carbon footprint. There will be positive benefits to environmental protection and impact on climate change from improved ways of working such as shared office base, improved use of IT, mobile working and less reliance on paper records.
- 7.3 The service specification will include the requirement to ensure that public transport routes are considered when any visits are planned to family homes and staff will be encouraged to reduce their energy and fuel use.

Equalities Impact of the Proposal

- 8.1 The proposed changes will help to meet the objectives of the joint Children's Trust/ Wiltshire Safeguarding Children Board Early Help Strategy. The strategy provides a framework for developing early help services and supports a co-ordinated approach which will ensure that the identified needs of parents and families can be addressed. Families are diverse and have a range of needs. It is essential that all families whose needs are complex have access to some form of family support intervention regardless of whether or not they meet the threshold for social care.
- 8.2 Operating one family support service will enable families to more easily access the service when they need it. The two services currently work with groups who are at a potential disadvantage such as travellers, teenage parents, BME families and service families. Creating one service would bring together existing good practice and continue to support families within these groups.

Risk Assessment

- 9.1** Budget savings will be required in 16/17 and in future years. The proposal to reshape family support services into a single service covering all levels of need facilitates these savings being achieved.
- 9.2** If the proposal to amalgamate the two existing services is approved, the Children's Commissioning Team will work with colleagues in operational Children's Services to re-shape and re-design the service. The requirements of the service will be set out in a revised service specification which will include a focus on the outcomes which need to be achieved from the investment in the service. By removing duplication and simplifying processes the impact of this work should be evident in a reduction of complex referrals to specialist services, including a reduction in the number of adolescents being received into care and young people presenting as homeless.
- 9.3** A risk assessment will be completed throughout the design of the new service with mitigating actions taken. The most significant risks relate to ensuring the continued delivery of accessible services to the most vulnerable families within fiscal constraints and the potential for demotivating and destabilising the current workforce during a time of change.

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

- 9.4** Step up and step down processes for families moving in and out of social care thresholds are improving but having the two services means that families who may have had a good relationship with a support worker now have to change the worker and then the process of engagement has to start all over again as the family are passed on to the next service. This is not helpful and prolongs the lead-in time to an actual intervention – the family remaining supported by one service would secure a quicker response and more intensive support for the family for a longer period.
- 9.5** The current budget pressures in Children's Social Care are partly due to the rising number of adolescents coming into care, the need for a large number of mother and baby placements and an increasing number of children meeting the threshold for "children in need". It is likely that these financial pressures will increase further if support services are not reshaped to provide a more effective intervention earlier.
- 9.6** Unless services are reconfigured to effectively deliver the Troubled Families Programme there is a risk that Wiltshire will be unable to claim the payment by results monies that are available. These monies are essential for the funding of the support services for families.

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

- 9.7** If the two services are brought together, work would need to be undertaken to ensure there are enough staff sufficiently trained to work

with families who meet the threshold for social care intervention. The current in-house service already has a number of staff fully qualified or very experienced in working with families offering higher level support.

- 9.8** The new service would need to be managed by a qualified Social Worker with experience in managing a large family support service. It can be difficult to recruit managers with the necessary experience to make the service successful.

Financial Implications

- 10.1.** The “make or buy” analysis is attached in Appendix 1. It indicates that the Council is best placed to provide the service and that it would be more cost effective if it is delivered in house.
- 10.2** Operationally it is more cost effective if there is one service – management duplication is removed and families will receive support more quickly as the time currently spent by staff opening, reassessing and closing cases will be avoided as families will not need to move between two services.
- 10.3** Re-shaping the service so that it provides the right support for adolescents should have a positive impact on the Council’s children’s placements budget as some young people should be prevented from coming into care. A significant proportion of private and voluntary sector residential placements are being used for 15/16 year olds.
- 10.4** There will be no need for separate premises (the current provider leases a building). This will reduce costs enabling all resource available for the service to be maintained in front line delivery.
- 10.5** Staff within the voluntary and community sector organisation will be eligible to transfer their employment into the Council if they wish to join the new service. However, there will need to be a restructure which will see some management, co-ordination and administrative costs removed. It is envisaged that this, in addition to the property savings, will save in the region of £0.150m.
- 10.6** The combined budget for the two family support services is £1.5m. In line with the Council’s priority to continue to support our more vulnerable children and families and in the context of significantly less funding available due to reductions in central government funding, the Children’s Commissioning Team will work with operational managers to develop proposals to continue to meet the needs of vulnerable families through re-shaping service delivery.
- 10.7** There are a range of savings activities planned in the 16/17 placement budget and the success of this new service is key to those being achieved.

Legal Implications

- 11.** TUPE (transfer of employment) arrangements will apply to Wiltshire Families First staff that wish to transfer into the new service.

Conclusions

- 12.1** Providing a family support service for families at critical times in their lives is essential to improve the outcomes for the children and young people living in Wiltshire. As the Troubled Families Programme develops there needs to be an effective efficient service which meets the needs of families who need support.
- 12.2** Reconfiguring existing arrangements to provide just one service catering for a wide range of needs will ensure that families receive a continuous high quality service to support them when they need it.
- 12.3** Removal of duplication and a reduction in the amount of time practitioners spend assessing families as they move between services will reduce the costs per family and hence more front line resource will be available enabling more families to receive support earlier. Evidence tells us that providing support for a family earlier will prevent the need for costly interventions later on.

Carolyn Godfrey
Director of Children's Services

Report Author: Julia Cramp

Julia Cramp
Associate Director (joint with CCG) Commissioning, Performance and School Effectiveness, Children's Services, Wiltshire Council.

01225 718221 07771 658602

Date: 26.11.15

Background Papers

None

Appendices

Make or buy analysis – *appendix 1*

Changes to Family Support Services - Make or Buy Analysis* - Appendix One

Services:

Intensive Family Support Service (IFS)
Wiltshire Families First Service (WFF)

Current Providers:

IFS – in house children's social care
WFF – large national voluntary and community sector organisation

**(Yes's imply a 'Make' strategy should be considered, No's imply a 'Buy' strategy should be considered.)*

1. Would it be cheaper to provide the service in house?

Yes

- 1.1** The decision is around reducing overhead to achieve better value for money and improving the experience and outcomes for families. It is about providing families with a service when they need it and the sooner families can access the right support the less likely they will require intensive intervention in the long term.
- 1.2** Current service price for the Wiltshire Families First Service is £0.800m. Within the total funding, over £0.150m represents premises and project support rather than direct delivery. The direct delivery cost of the current in-house service is £0.649m. The Wiltshire Families First staff could be brought into the council with minimal increase in overheads whilst saving £0.150m from the contract price.
- 1.3** It is expected that any increased costs in TUPE arrangements will be offset by management synergies. TUPE will apply either way whether staff transfer into the Council or whether Council staff TUPE out to the voluntary and community sector. However, if staff transfer into the Council then we would have greater control and flexibility over future direction of the service. The Council's current senior management structure can absorb the additional staff. Staff will be able to share data and information and operate more streamlined assessment processes.

2. Do we have the expertise to deliver the service in house?

Yes

- 2.1** The service will require some specialist and qualified social work staff to work with families at the highest threshold of need. If the WFF service is transferred in house there are existing staff already working in the IFS service able to continue delivering the high level support service for

families. The service will contribute to the Council delivering its statutory duty to keep children safe and it is essential that this new service can reduce the risk of harm to children.

- 2.2** Whilst an outside provider could deliver the service if the Council were to transfer existing qualified staff to the external provider, we would not be able to outsource the whole service in the time available to achieve planned savings so there would be a delay to the start of the new service. This may impact on the Council's statutory duty to protect children. Additionally, there could be voluntary redundancy costs as alternative providers do not offer the same terms and conditions as the Council.
- 2.3** If there were vacancies in the recruitment in the lower level support element of the service the Council would be able to manage this through its larger pool of staff. However, the actual risk to the Council in terms of keeping children safe would be greater if the service was outsourced and there were difficulties in recruitment of qualified Social Workers.

3 Would the service be better if the service was delivered in house?

Yes

- 3.1** It is not possible to make a direct comparison for the two services because they are working to two separate service specifications currently. The IFS supports families above the threshold for social care intervention and the WFF service works with families who do not meet this threshold. However, we do have confidence in the way the internal service works and how it is structured. There have been and still are many external providers working with families who achieve good results but as we have not experienced an external service delivering at statutory level it is difficult to say whether or not they could deliver this service, whereas we do know the Council can do this because we already have experience of doing it.
- 3.2** In-house delivery of a single family support service would maximise the opportunity for more joined up working with existing in house services such as the Early Help Service. This approach would be in the best interest of families. We know from case study evidence that one service would be better for families as they will be able to remain working with one worker whom they trust even as their needs change.
- 3.3** It would be easier for the Council to reshape and further develop support services for families if the family support service was managed in-house. There is likely to be a need for continued re-shaping and re-design of the service in the coming years as the Council's overall budget reduces.
- 3.4** Bringing the service in house would be the best business model for families as the Council would have more control and influence on the operational aspects of the service. Due to the risks associated with working with families in need of statutory intervention, we would want a "hands on" rather than an "arm's length" provision.

4 Are the technical requirements of delivering the service in house manageable?

Yes

- 4.1** There are no complex systems involved in managing the service in house. In-house staff have the technical knowledge and ability to manage the single service well.
- 4.2** Data sharing arrangements would be easier as the service would work to a single data system (Care First). The in-house staff currently use this data system.
- 4.3** Lap tops are currently provided by the Council for the WFF service. There would be no additional cost to the council in providing technical equipment for staff transferring in from WFF.

5. Are there synergies with existing in house services?

Yes

- 5.1** This proposal is about merging internal and external services. Bringing all the information under one data set would ensure more robust collection of data. Currently data required for Troubled Families reporting has to be collected separately from WFF and transferred to the Council's system for reporting to Central Government. Data collection would be streamlined through having a single service.
- 5.2** Wiltshire Council is in the process of developing its Early Help Service (delivered in house) and there would be efficiencies in bringing the WFF service in-house as we continue to re-shape family support.

6. Is the political risk of in house service delivery low?

Yes

- 6.1** The contract for Wiltshire Families First is due to end on 31 March 2016 and the Council would be redesigning and tendering out this contract if a decision is made that the service is not brought in-house.
- 6.2** Bringing the service in-house would mean that there is no opportunity for the voluntary and community sector to bid for a new contract. However, the procurement process for children's centre services will start in January and the contracts to run clusters of children's centres are likely to be of interest to the voluntary and community sector.

7. Is the impact to the market of in house service delivery negligible?

Yes

- 7.1** The current contract is worth £0.800m. However, if the service was retendered it is likely that the new budget for this service would be

reduced in line with current saving expectations so the amount removed from the market would be less than is currently being spent.

- 7.2** The current provider is a large voluntary and community sector organisation and is frequently winning and losing tenders – the impact on the organisation is likely to be minimal and it will have the opportunity to bid for the Children’s Centre Services in Wiltshire when that tender is published in January 2016.
- 7.3** The impact on smaller voluntary organisations is negligible as they do not have a role in delivering the WFF service and furthermore they have not previously delivered statutory services. Some of the bigger voluntary organisations are already working in Wiltshire and will continue to do so as they deliver services under other contracts.

Conclusion

Bringing the WFF Service in house to create one joined up service with the in-house intensive support service would benefit families in terms of maintaining relationships and consistency of support regardless of the level of intervention the family require. Wiltshire Council has the expertise to deliver the service. Delivering the service in-house would enable synergies with the Council’s Early Help Service and support the delivery of Phase 2 of the Troubled Families work.

Recommendations

It is recommended, based on the analysis above, that the IFS and WFF should be brought together and delivered as one service. The new service should be delivered in-house from 1 April 2016. If Cabinet approve the decision, the Children’s Commissioning Team will work with managers involved in running WFF to ensure there is a safe transfer of the service to the Council.

Julia Cramp
Associate Director (joint with CCG)
Commissioning, Performance and School Effectiveness, Children's Services

Wiltshire Council

Cabinet

15 December 2015

Subject: Report on Treasury Management Strategy 2015-16 – Second Quarter ended 30 September 2015

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

Key Decision: No

Executive Summary

The Council has adopted a Treasury Management Strategy and an Annual Investment Strategy (AIS) for 2015-16 at its meeting on 24 February 2015, which can be found in the Council meeting in the agenda reports pack at the following [Link](#), Item 9, Pages 167 to 190.

In addition to an Annual Report, the policy requires quarterly reports reviewing the Treasury Management Strategy (TMS). This is the second quarterly report of 2015-16 and covers the period from 1 April 2015 to 30 September 2015.

Proposals

The Cabinet is asked to note that the contents of this report are in line with the Treasury Management Strategy.

Reasons for Proposals

To give members an opportunity to consider the performance of the Council in the period to the end of the quarter against the parameters set out in the approved Treasury Management Strategy for 2015-16.

Carolyn Godfrey – Corporate Director

Wiltshire Council

Cabinet

15 December 2015

Subject: Report on Treasury Management Strategy 2015-16 – Second Quarter ended 30 September 2015

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

Key Decision: No

1. Background & Purpose of Report

- 1.1 The Council adopted a Treasury Management Strategy for 2015-16 at its meeting on 24 February 2015, incorporating Prudential Indicators (PrIs), Treasury Management Indicators (TrIs) and an Annual Investment Strategy, in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code). The Strategy report can be found in the Council 24 February 2015 agenda reports pack, Item 9, Pages 167 to 190 at the following [Link](#).
- 1.2 The Strategy states that, in addition to an Annual Treasury Report reviewing the year as a whole, quarterly reports would be submitted to Cabinet reviewing the Treasury Management Strategy. This report covers the second quarter of 2015-16, ended 30 September 2015.

2. Main Considerations for the Cabinet

- 2.1 This report reviews management actions in relation to:
- a) the PrIs, TrIs originally set for the year and the position at the 30 September 2015;
 - b) other treasury management actions during the period; and
 - c) the approved Annual Investment Strategy.

Review of Prudential and Treasury Indicators and Treasury Management Strategy for 2015-16

- 2.2 The following is a review of the position on the key prudential and treasury indicators for the three months to 30 September 2015.
- 2.3 A full detailed listing of the indicators required by the CIPFA Prudential Code, Treasury Management Code and Treasury Management Guidance Notes is given in Appendix 1.

Key Prudential Indicators

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	2014-15 Actual Outturn	2015-16 Original Estimate	2015-16 Revised Estimate
General Fund	6.3%	7.3%	7.0%
Housing Revenue Account	14.8%	14.6%	14.9%

- 2.4 In Prl 2 above the General Fund revised estimate for 2015-16 is higher than the year end 2014-15 figure mainly due to the decrease in the net budget requirement. At the same time expected financing costs have increased very slightly, mainly principal charges.

Prl 4 – Gross Borrowing compared to Capital Financing Requirement (CFR)

	2014-15 Actual Outturn £ million	2015-16 Original Estimate £ million	2015-16 Revised Estimate £ million
CFR – General Fund	369.1	416.2	413.9
CFR – HRA	122.6	122.6	122.6
Gross Borrowing – General Fund	233.1	289.1	281.1
Gross Borrowing – HRA	118.8	118.8	118.8
CFR not funded by gross borrowing – General Fund	136.0	127.1	132.8
CFR not funded by gross borrowing – HRA	3.8	3.8	3.8

- 2.5 Prl 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes.
- 2.6 There is no significant change in the 2015-16 revised estimate compared to the original estimate.
- 2.7 The revised estimate for General Fund CFR and gross borrowing is based on the 2015-16 Capital Programme, which currently stands at £162.158 million and includes all of the 2014-15 slippage. The Capital Programme is being reviewed by CLT and will include a review of 2014-15 slippage. The borrowing position may, therefore, be subject to change.

Key Treasury Management Indicators within the Prudential Code

- 2.8 The Operational Boundary and Authorised Limit, as approved by Council in February as part of the Treasury Management Strategy, detailed below, are control limits and do not compare with actual borrowing figures as capital funding requirements are not automatically taken as loans and may be funded from cash balances.

Trl 1 – Authorised Limit for External Debt

Authorised Limit	2015-16 £ million	2016-17 £ million	2017-18 £ million
Borrowing – General Fund	448.2	488.7	492.5
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	571.6	612.1	615.9

- 2.9 The External Debt limit includes a margin above the Operational Boundary to allow for any unusual or unpredicted cash movements. The limit has not been exceeded in the reporting period.

Trl 2 – Operational Boundary for External Debt

Operational Boundary	2015-16 £ million	2016-17 £ million	2017-18 £ million
Borrowing – General Fund	437.2	476.7	480.5
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	560.6	600.1	603.9

- 2.10 The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £352.1 million).

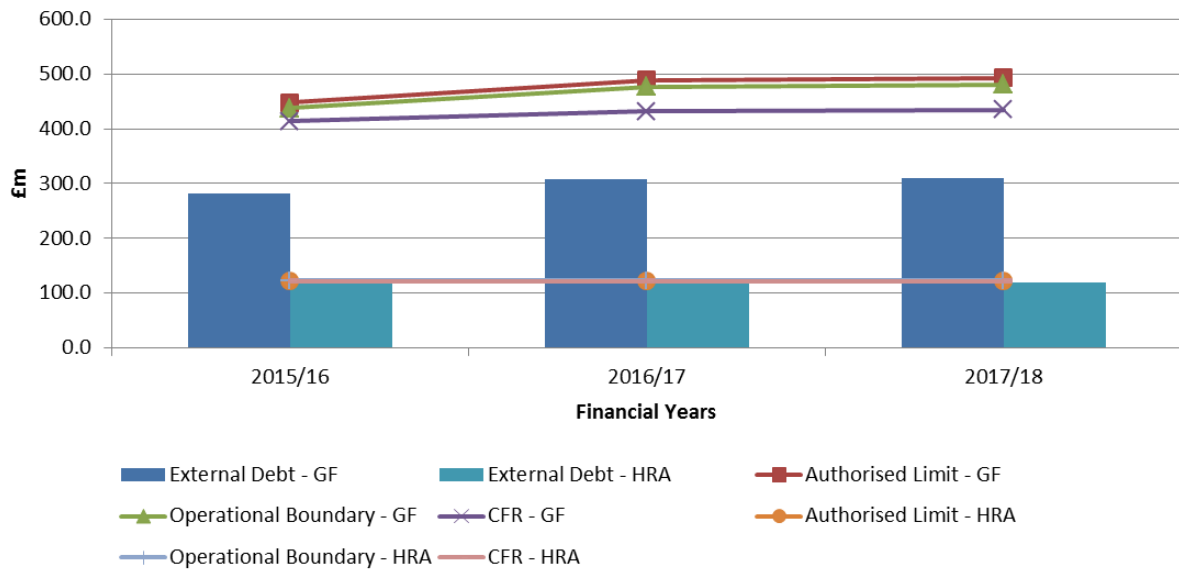
Trl 3 – External Debt

	31/03/15 Actual £ million	30/09/15 Actual £ million	31/03/16 Expected £ million
Borrowing – General Fund	233.1	231.1	281.1
Borrowing – HRA	118.8	118.8	118.8
Total Borrowing	351.9	349.9	399.9
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	352.1	350.1	400.1

- 2.11 Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. A £2 million General Fund PWLB loan was repaid, on maturity, in June 2015. This has resulted in a reduction in actual borrowing, the repayment being contained within the Council's cash flow, through a reduction in investments rather than refinancing. The figure for actual borrowing at 31 March 2015 is stated at the amount that reflects actual outstanding external borrowing at the end of 2014-15 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

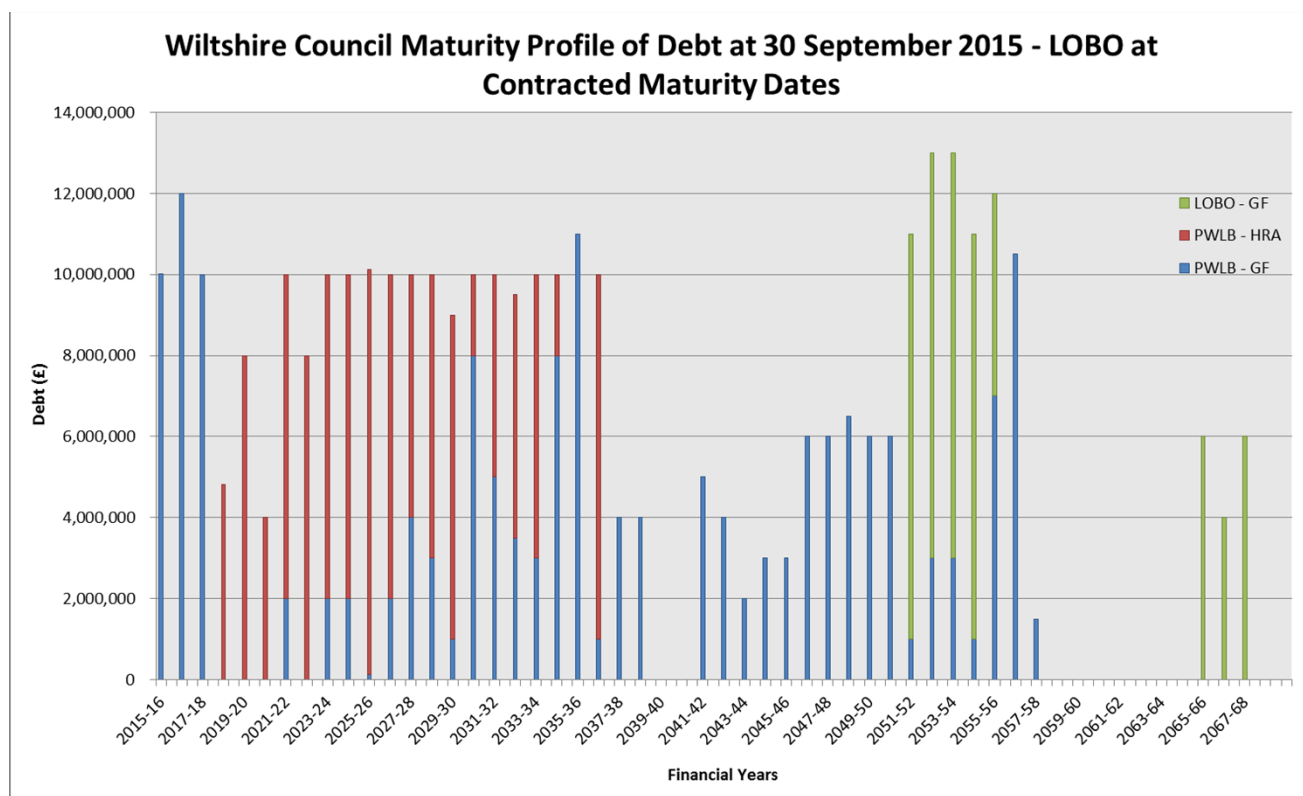
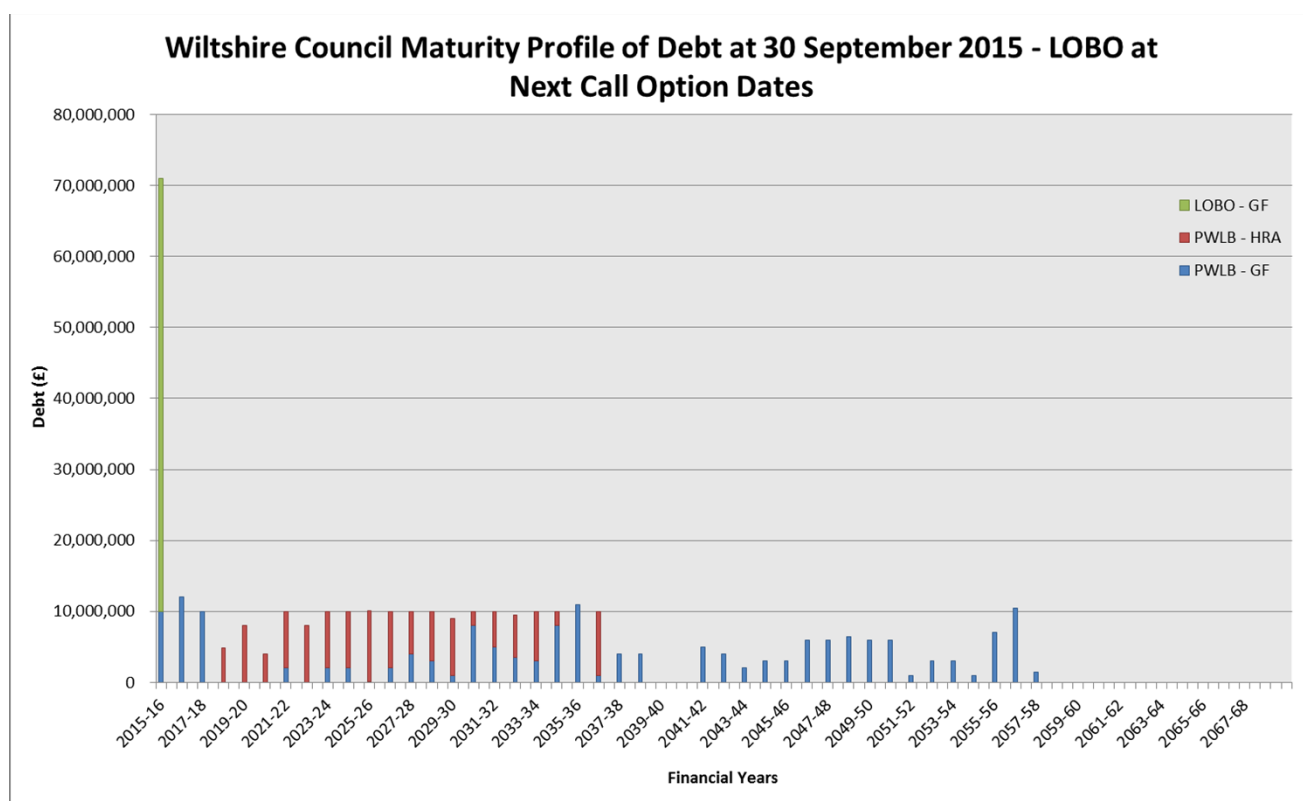
- 2.12 The above Trls 1-3, together with the Capital Financing Requirement (see Prl 4 in paragraph 2.5 above), are represented in the following graph:

Quarterly Report on Treasury Management Strategy - Second Quarter 2015-16 - Key Treasury (Prudential) Indicators



2.13 The total cost of borrowing to fund capital expenditure (General Fund and HRA) 2015-16 is currently £26.054 million per annum, made up of interest costs (£13.338) and principal charges (minimum revenue provision) (£12.716 million).

2.14 The following graphs show the period over which the current external debt matures, based on: a) the earliest repayment date (next option call date) in the case of LOBO loans (see also Appendix 2), and b) LOBO loans at their contracted maturity dates:



Key Treasury Management Indicators within the Treasury Management Code

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

- 2.15 This Trl is now covered by the Annual Investment Strategy for 2015-16, which set a limit of £30 million. During the first three months of 2015-16 no cost effective investments have been identified. The Authority however holds a number of money market funds and a 35 day notice deposit account, which offer relatively attractive interest rates and, in the case of money market funds, instant access for flexibility of cash management.

Trl 7 - Local Prudential Indicator

- 2.16 In addition to the main maturity indicators it was agreed as part of the Treasury Management Strategy, approved by Council in February, that no more than 15% of long term loans should fall due for repayment within any one financial year. Applying the CIPFA recommendation, the actual maximum in any one year is currently 20.3% (£71 million) in 2015-16. This remains temporarily above the 15% and in excess of the upper limit on the maturity structure of borrowing, also, currently, 15%. However, this is not the case if the alternative (contracted maturity date) is applied. £61 million (86%) of the £71 million shown as maturing in 2015-16, by the recommended method, relates to LOBO loans. Through call options, the lender has the right to change the interest rate at various points, in which case the Council will repay the loans and consider whether it needs to refinance them. In the current interest rate climate (where interest rates are expected to remain low for some time – Bank Rate is not anticipated to rise until at least quarter 1 (probably quarter 2) 2016 and the Bank of England has stated that it expects to raise rates slowly) they are extremely unlikely to be called. A summary maturity profile is shown in Appendix 2.

Other Debt Management Issues

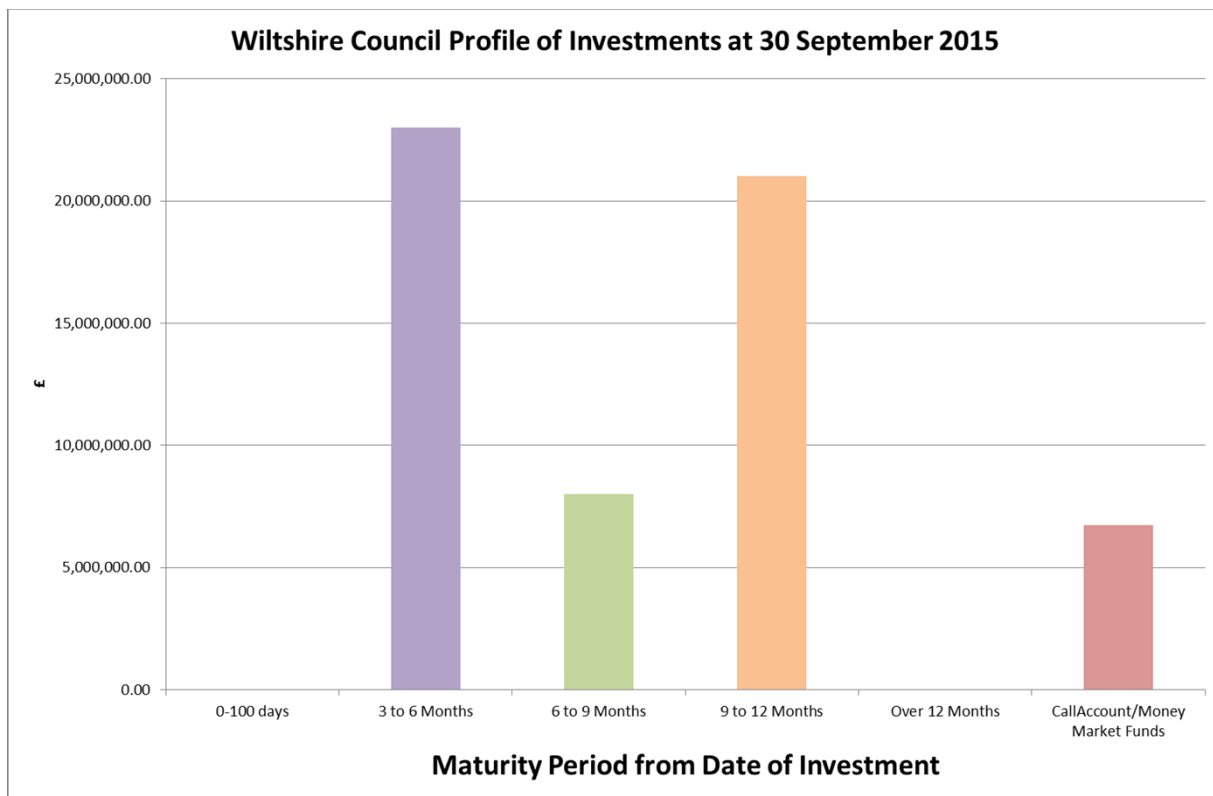
Debt Rescheduling

- 2.17 No opportunities to reschedule PWLB debt have been identified during the period, mainly because of the high level of premiums payable for early repayment of debt. This is continually monitored and any opportunities to reschedule cost effectively will be considered, should they arise. This is unlikely, unless the PWLB change policy regarding early repayment.

Cash Surpluses and Deficits

Short Term Surpluses and Deficits

- 2.18 Any short term cash surpluses or deficits have been managed through temporary deposits or loans, respectively. Temporary deposits outstanding at 30 September 2015 amounted to £58.767 million, as detailed in Appendix 3. The graph below shows the maturity profile of the Council's investments.



Icelandic Banks

2.19 No change.

Longer Term Cash Balances

2.20 Interest rate movements in the period have not provided many opportunities for an increased return by longer term investment of the more permanent cash surpluses, such as reserves and balances. However, the availability of any appropriate longer term investment opportunities is continually monitored, such as “special tranche rates” that are offered by ‘Government backed’ banks. The rates available from these types of investments will now be reduced as Lloyds are and RBS will no longer be partially Government owned, as the Government’s programme of the sale of shares in the banks progresses. This has already led to a change in the credit rating level of Lloyds and, consequently, the recommended duration for deposits, thus affecting the interest rate available to the Council.

2.21 Rates remain low and no rise in Bank Rate is expected until 2016, which is, therefore, reflected in rates available, including the “special tranche rate” investments. Details of investments outstanding are shown in Appendix 3.

Review of Investment Strategy

2.22 The Treasury Management Strategy Statement (TMSS) for 2015-16, which includes the Annual Investment Strategy, was approved by the Council on 24 February 2015. It sets out the Council’s investment priorities as being:

- a) Security of capital;

b) Liquidity; and

c) Yield.

2.23 The Council will also aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs but also to seek out value available in higher rates in periods up to 12 months with highly credit rated financial institutions, using Capita Treasury Solution's suggested creditworthiness approach, including sovereign credit rating and Credit Default Swap (CDS) overlay information provided by Capita.

2.24 All investments have been conducted within the agreed Annual Investment Strategy and made only to authorised lenders within the Council's high credit quality policy.

2.25 Credit ratings are incorporated within the approved Investment Strategy as detailed within the Treasury Management Strategy 2015-16 and the current ratings have been shown against the deposits outstanding in Appendix 3.

3. Safeguarding Implications

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

4. Public Health Implications

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

5. Corporate Procurement Implications

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

6. Equalities Impact of the Proposal

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

7. Environmental and Climate Change Considerations

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

8. Risks Assessment and Financial Implications

8.1 All investment has been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.827%, which compares favourably with similar rates of other UK local authorities

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

8.3 Investment counterparty¹ risk is controlled by assessing and monitoring the credit risk of borrowers as authorised by the Annual Investment Strategy.

9. Legal Implications

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

10. Options Considered

10.1 The availability of any longer term investment opportunities, such as those offered by “special tranche rates”, is continually monitored.

10.2 Also any options available to provide savings from rescheduling long term borrowing are continually assessed in liaison with our treasury advisers.

11. Conclusion

11.1 Cabinet is asked to note the report.

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

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 1 Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18
- Appendix 2 Summary of Long Term Borrowing 1 April 2015 – 30 September 2015
- Appendix 3 Summary of Temporary Loans and Deposits 1 April 2015 – 30 September 2015

¹ A Counterparty is a term most commonly used in the financial services industry to describe a legal entity, unincorporated entity or collection of entities (e.g. lender/borrower) to which an exposure to financial risk might exist.

Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18**Prudential Indicators****Prl 1 – Capital Expenditure**

1. The table below shows the revised figures for capital expenditure based on the current capital approved budget.

	2014-15 Actual Outturn £ million	2015-16 Original Estimate £ million	2015-16 Revised Estimate £ million	2015-16 Actual To date 31/10/15 £ million
General Fund	89.8	131.7	149.9	39.6
HRA	8.8	15.3	12.2	5.5

2. The (revised) estimate and actual to date (**to the end of October 2015**) for 2015-16 has been amended to reflect the most up to date capital budget and expenditure position.
3. The Capital Programme is monitored closely throughout the year and progress on the programme is reported to the Cabinet Capital Asset Committee (CCAC). The Month 7 2015-2016 report (as at 31 October 2015) is being taken to CCAC in December 2015.

Prl 2 – Ratio of Financing Costs to Net Revenue Stream

	2014-15 Actual Outturn	2015-16 Original Estimate	2015-16 Revised Estimate
General Fund	6.3%	7.3%	7.0%
Housing Revenue Account	14.8%	14.6%	14.9%

The General Fund revised estimate for 2015-16 is higher than the year end 2014-15 figure mainly due to the decrease in the net budget requirement. At the same time expected financing costs have increased very slightly, mainly principal charges.

Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18Prl 3 – Estimate of Incremental Impact of Capital Investment Decisions on the Council Tax

4. This indicator is only relevant at budget setting time and for 2015-16 was calculated as being £-17.98.

Prl 4 – Gross Borrowing compared to Capital Financing Requirement (CFR)

	2014-15 Actual Outturn £ million	2015-16 Original Estimate £ million	2015-16 Revised Estimate £ million
CFR – General Fund	369.1	416.2	413.9
CFR – HRA	122.6	122.6	122.6
Gross Borrowing – General Fund	233.1	289.1	281.1
Gross Borrowing – HRA	118.8	118.8	118.8
CFR not funded by gross borrowing – General Fund	136.0	127.1	132.8
CFR not funded by gross borrowing – HRA	3.8	3.8	3.8

5. Prl 4 measures the so called “Golden Rule” which ensures that over the medium term net borrowing is only for capital purposes.
6. CFR not funded by gross borrowing represents capital expenditure met by internal borrowing, i.e. funded from the Council’s own funds, such as reserves and balances and working capital (an accounting term for the difference, at a point in time, between what the Council owes and what is owed to it).
7. Internal borrowing is cheaper than external borrowing, however, the ability to borrow internally will depend upon the sufficiency of reserves, balances and working capital. The sufficiency needs to be monitored and projections carried out to indicate where any adverse movements are expected, that could jeopardise the Council’s cash flow position, making it necessary to replace internal borrowing with external borrowing.
8. There is no significant change in the 2015-16 revised estimate compared to the original estimate.
9. The revised estimate for General Fund CFR and gross borrowing is based on the 2015-16 Capital Programme which currently stands at £162.158 million and includes all of the 2014-15 slippage. The Capital Programme is being reviewed by CLT and will include a review of 2014-15 slippage. The borrowing position may, therefore, be subject to change.

Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18

Prl 5 – Compliance with the CIPFA Code of Practice for Treasury Management in the Public Services

10. All actions have been compliant with the CIPFA Code of Practice.

Treasury Management Indicators within the Prudential Code

11. The Operational Boundary and Authorised Limit, as approved by Council in February as part of the Treasury Management Strategy, detailed below, are control limits and do not compare with actual borrowing figures as capital funding requirements are not automatically taken as loans and may be funded from cash balances.

Trl 1 – Authorised Limit for External Debt

Authorised Limit	2015-16 £ million	2016-17 £ million	2017-18 £ million
Borrowing – General Fund	448.2	488.7	492.5
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	571.6	612.1	615.9

12. The External Debt limit includes a margin above the Operational Boundary to allow for any unusual or unpredicted cash movements. The limit has not been exceeded in the reporting period.

Trl 2 – Operational Boundary for External Debt

Operational Boundary	2015-16 £ million	2016-17 £ million	2017-18 £ million
Borrowing – General Fund	437.2	476.7	480.5
Borrowing – HRA	123.2	123.2	123.2
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	560.6	600.1	603.9

13. The Operational Boundary is set at a limit that facilitates the funding of the Council's entire financing requirement through loans, if this was the most cost effective approach. The limit was set to anticipate expected expenditure and has not been exceeded during the reporting period (maximum borrowing during the period was £352.1 million).

Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18

Trl 3 – External Debt

	31/03/15 Actual £ million	30/09/15 Actual £ million	31/03/16 Expected £ million
Borrowing – General Fund	233.1	231.1	281.1
Borrowing – HRA	118.8	118.8	118.8
Total Borrowing	351.9	349.9	399.9
Other Long Term Liabilities	0.2	0.2	0.2
TOTAL	352.1	350.1	400.1

14. Trl 3 shows the gross External Debt outstanding, both long-term loans and temporary borrowing. A £2 million General Fund PWLB loan was repaid, on maturity, in June 2015. This has resulted in a reduction in actual borrowing, the repayment being contained within the Councils cash flow, through a reduction in investments rather than refinancing. The figure for actual borrowing at 31 March 2015 is stated at the amount that reflects actual outstanding external borrowing at the end of 2014-15 (i.e. excluding accounting adjustments, such as accrued interest and effective interest rate adjustments).

Treasury Management Indicators within the Treasury Management Code

Trl 4a – Upper Limit on Fixed Interest Rate Exposures

The Council's upper limit for fixed interest rate exposure for the period 2015-16 to 2017-18 is 100% of net outstanding principal sums.

Trl 4b – Upper Limit on Variable Interest Rate Exposures

The Council's upper limit for variable interest rate exposure is 47% for 2015-16, 52% for 2016-17 and 54% for 2017-18 of net outstanding principal sums.

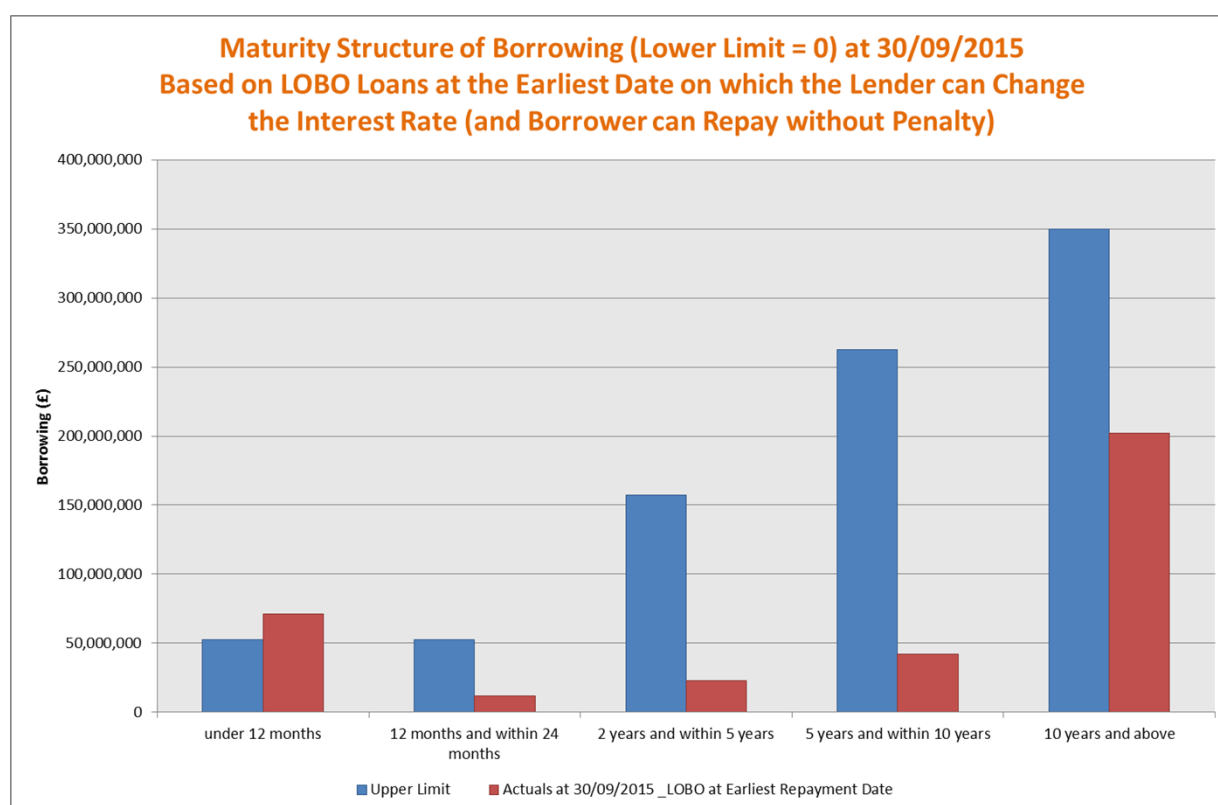
15. Options for borrowing during the period were considered, however, (mainly) due to the premium that would be incurred on the early repayment of debt and the desire to maintain the Council's relatively low average borrowing rate, no new borrowing was taken.

Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18

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

Limits on the Maturity Structure of Borrowing	Upper Limit	Lower Limit	Position at 30/09/15
Maturing Period:			
- under 12 months	15%	0%	20%
- 12 months and within 24 months	15%	0%	3%
- 2 years and within 5 years	45%	0%	7%
- 5 years and within 10 years	75%	0%	12%
- 10 years and above	100%	0%	58%

16. The table above and the following graph show that the actual maturity structure is within the agreed limits, except for the under 12 months category where the position at 30 September 2015 remains temporarily above the upper limit. This is mainly due to the effect of the required treatment of LOBO loans (please refer to Trl 7 below – paragraph 19).



17. No long term borrowing has been taken during the period. If interest rates are favourable and an opportunity exists to take further borrowing this year we will look to match borrowing with this maturity structure.

Prudential and Treasury Indicators for 2015-16, 2016-17 & 2017-18

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

18. This PrI is now covered by the Annual Investment Strategy for 2015-16, which set a limit of £30 million, as approved by Council in February as part of the Treasury Management Strategy. During the first three months of 2015-16 no cost effective investments have been identified. The Authority however holds a number of money market funds and a 35 day notice deposit account, which offer competitive interest rates and, in the case of money market funds, instant access for flexibility of cash management.

Trl 7 - Local Prudential Indicator

19. In addition to the main maturity indicators it was agreed in the approved Treasury Management Strategy that no more than 15% of long term loans should fall due for repayment within any one financial year. Applying the CIPFA recommendation, for the treasury report, the actual maximum in any one year is currently 20.3% (£71 million) in 2015-16. This remains temporarily above the 15% and in excess of the upper limit on the maturity structure of borrowing. However, this is not the case if the alternative (contracted maturity date) is applied. £61 million (86%) of the £71 million shown as maturing in 2015-16, by the recommended method, relates to LOBO loans. Through call options, the lender has the right to change the interest rate at various points, in which case the Council will repay the loans and consider whether it needs to refinance them. In the current interest rate climate (where interest rates are expected to remain low for some time – Bank Rate is not anticipated to rise until at least quarter 1 (possibly quarter 2) 2016 and the Bank of England has stated that it expects to raise rates slowly) they are extremely unlikely to be called. A summary maturity profile is shown in Appendix 2.

SUMMARY OF LONG TERM BORROWING 1 APRIL 2015 – 30 SEPTEMBER 2015

Loans Raised During the Period

Date Raised	Lender	Amount (£m)	Type	Interest rate (%)	Maturity date	No. of years
No Loans were raised during the period						
	Total	0.000				

Average period to maturity (years) 0.00

Average interest rate (%) 0.00

* Loans taken to restructure ** Loans taken for purchases instead of leasing

Maturity Profile at 30 September 2015

Year	Amount (£m)					% age		Average rate (%)	
	PWL B	Market Loans (LOBO)		Total		Next Call Date	Contracted Maturity	Next Call Date	Contracted Maturity
		Next Call Date	Contracted Maturity	Next Call Date	Contracted Maturity				
	(A)	(B)	(C)	(A)+(B)	(A)+(C)				
1 to 5 years	44.816	61.000	-	105.816	44.816	30.2	12.8	3.873	3.194
6 to 15 years	91.123	-	-	91.123	91.123	26.0	26.0	3.139	3.139
16 to 25 years	78.500	-	-	78.500	78.500	22.4	22.4	3.928	3.928
26 to 50 years	74.500	-	45.000	74.500	119.500	21.3	34.1	4.497	4.460
Over 50 years	-	-	16.000	-	16.000	-	4.6	-	4.298
Totals	288.939	61.000	61.000	349.939	349.939	100.0	100.0	3.827	3.827

Average period to maturity (years) 15.21 22.40

CIPFAs Guidance Notes on Treasury Management in the Public Services recommend that the Treasury Management Strategy Reports include LOBO (Lender Option Borrower Option) loans at the earliest date on which the lender can require payment, deemed to be the next 'call date'. At that date the lender may choose to increase the interest rate and the borrower (the Council) may accept the new rate or repay the loan (under the current approved Treasury Management Strategy, the Council would repay the loan). Whether or not the lender chooses to exercise their right to alter the interest rate will depend on market conditions (interest rates). Current market conditions, where interest rates are predicted to remain low for some time, indicate that it is highly unlikely that lenders will call the loans in the immediate future.

The alternative method of determining the maturity profile of LOBO loans, based on contracted maturity dates, is used in the 2014-15 year end outturn.

The table above includes the maturity profiles using both the earliest date on which the lender can require payment and the contracted maturity dates.

SUMMARY OF TEMPORARY LOANS AND DEPOSITS 1 APRIL 2015 – 30 SEPTEMBER 2015

Deposits Outstanding at 30 September 2015

Borrower	Amount £m	Terms	Interest Rate	Capita Credit Rating at 30/09/2015
HSBC Bank plc	4.400	No fixed maturity date	0.20	Orange - 12 Months
Lloyds TSB Bank	5.000	Fixed to 11-Nov-15	1.00	Red - 6 Months
National Bank of Abu Dhabi	8.000	Fixed to 31-Mar-16	0.80	Orange - 12 Months
Nationwide Building Society	7.000	Fixed to 01-Oct-15	0.66	Red - 6 Months
Barclays Bank	8.000	Fixed to 14-Oct-15	0.64	Red - 6 Months
Landesbank Baden Wuerttbg	8.000	Fixed to 12-Apr-16	0.80	Red - 6 Months* See Note
Oversea-Chinese Banking Corp	8.000	Fixed to 15-Oct-15	0.55	Orange - 12 Months
Development Bank of Singapore	8.000	Fixed to 05-Feb-16	0.65	Orange - 12 Months
Svenska Handelsbanken AB	0.017	No fixed maturity date	0.45	Orange - 12 Months
BlackRock Money Market Fund	0.025	No fixed maturity date	0.43	AAA
J P Morgan Money Market Fund	0.002	No fixed maturity date	0.42	AAA
Prime Rate Money Market Fund	0.008	No fixed maturity date	0.45	AAA
Goldman Sachs	0.002	No fixed maturity date	0.43	AAA
Standard Life Investments Liquid	2.289	No fixed maturity date	0.47	AAA
Landsbanki (Escrow Account)	0.024	Est Recoverable Amount	4.17	N/A
Total	58.767			

The credit rating of Landesbank Baden Wuerttemberg (LBW) has changed since the date of the investment. This has resulted in the reduction of the suggested duration in respect of the counterparty. When the deposit was placed the suggested duration was 12 months. The deposit with LBW, using the Capita credit list, still has a suggested duration of 6 months, however, the counterparty has been removed from the Council's credit list as the Fitch short term rating has been reduced from F1+ to F1 and is now below the additional criteria for foreign counterparties required by the current Treasury Strategy (i.e. at least F1+). No further funds will be deposited with LBW while the minimum requirements remain below those within the Treasury Strategy.

Investments held have decreased by £12.283 million between the end of June 2015, as reported in the previous quarterly report, and the end of September 2015. This is because of movements in cash flows, including (reversing) timing differences in the receipt and payment of cash (e.g. decreased receipts/increased payments, particularly those associated with the funding arrangements for Business Rates Retention). The cash position is constantly reviewed to ensure that the Council maintains an appropriate level for cash flow purposes. The timing differences will be reduced as the financial year progresses.

	Year Ended 31/03/2015 £m	Quarter Ended 30/06/2015 £m	Change £m	Quarter Ended 30/09/2015 £m	Change £m
Total Deposits Outstanding	42.870	71.050	28.180	58.767	-12.283

Wiltshire Council

Cabinet

15th December 2015

Subject: Performance Management and Risk Outturn Report: Q2 2015/16

Cabinet member: Councillor Dick Tonge – Cabinet Member for Performance and Risk

Key Decision: No

Executive Summary

This report provides a quarter two update on outturns against the measures and activities compiled and reported through the council's website through the [Citizens' Dashboard](#) and other key measures, as well as latest outturns on the council's strategic risk register.

Proposal(s)

To note updates and outturns against the measures and activities ascribed against the council's key outcomes.

To note updates and outturns to the strategic risk register.

Reason for Proposal

The performance framework compiles and monitors outturns in relation to the outcomes laid out in the Business Plan. The framework is distilled from individual services' delivery plans. In doing so, it captures the main focus of activities of the council against each outcome.

The strategic risk register captures and monitors significant risks facing the council: in relation to significant in-service risks facing individual areas, in managing its business across the authority generally and in assuring our preparedness should a national risk event occur.

Maggie Rae
Corporate Director

Wiltshire Council

Cabinet

15th December 2015

Subject: Performance Management and Risk Outturn Report: Q2 2015/16

Cabinet member: Councillor Dick Tonge – Cabinet Member for Performance and Risk

Key Decision: No

Purpose of Report

1. This report provides a quarter two update on outturns against the measures and activities compiled and reported through the council's website through the Citizens' Dashboard and other key measures, as well as latest outturns on the council's strategic risk register.

Relevance to the Council's Business Plan

2. This report updates Cabinet on outturns and significant activities against each of the outcomes contained in the Business Plan.

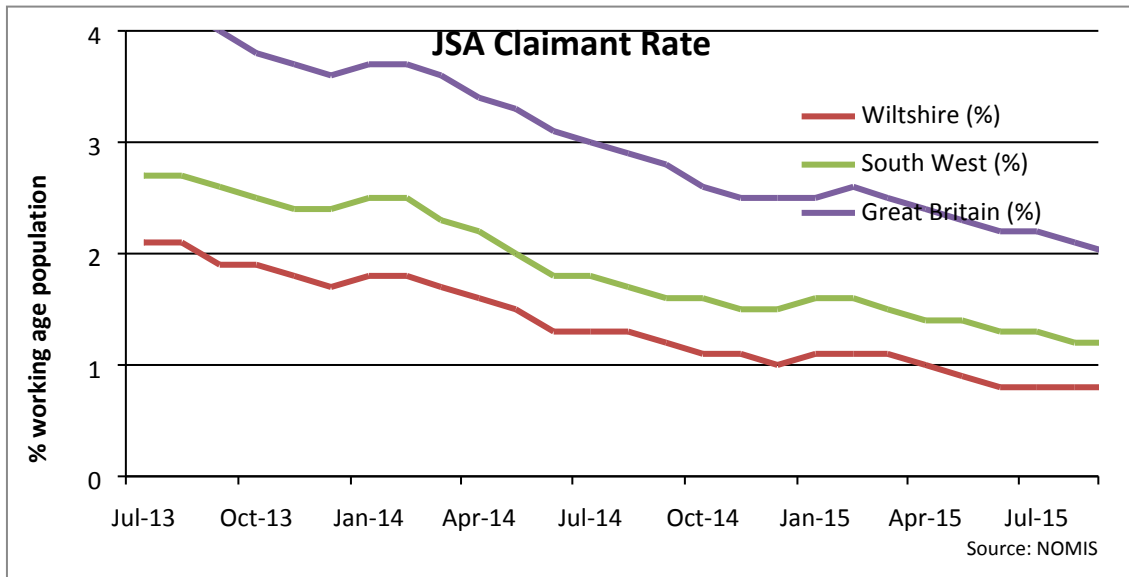
Overview of outturns

3. Measures within the Citizens' Dashboard were revised, using information drawn from individual 2015/16 services' delivery plans. These measures form the basis of the performance framework used to monitor progress through 2015/16, against the objectives set out in the Business Plan. Outturns are held on an [internal copy of the Citizens' Dashboard](#) until this report is published.
4. In this quarter the performance framework has been enhanced by the collection of additional measures from service areas that add to the overall understating of progress against the business plan. These measures are also drawn from service delivery plans and have been included in the framework through negotiation with service leads.
5. A summary of some key published measures – as well as some supporting information more generally about each theme - is provided below.

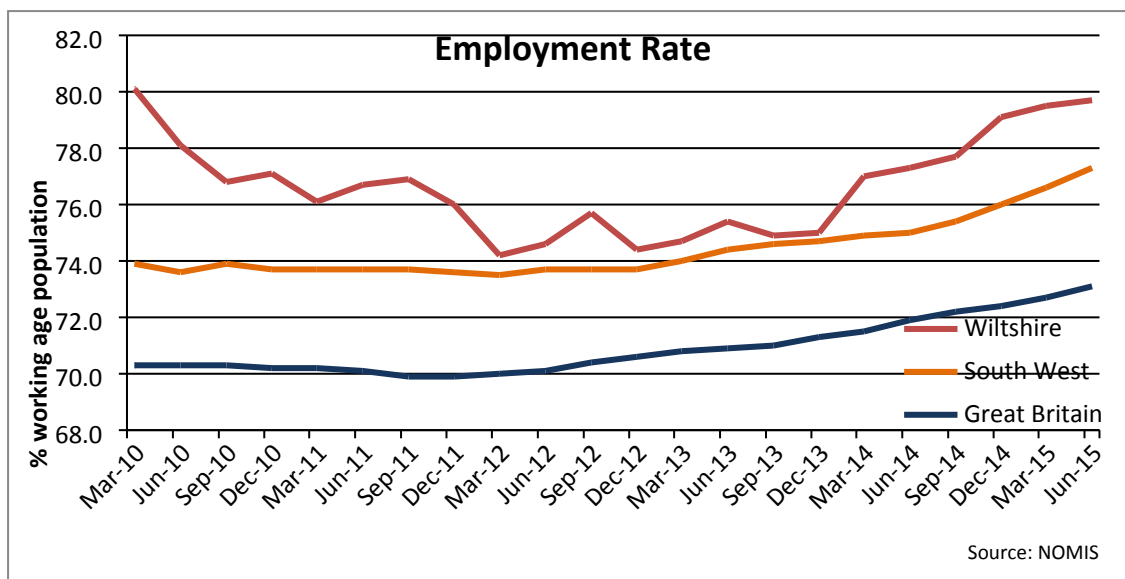
Outcome 1: thriving and growing local economy

6. The number of people claiming Job Seeker's Allowance (JSA) in Wiltshire at the end of quarter two was under 1,900. Whilst this is not an insignificant number, this represents 0.7% of the working age population - the lowest level seen in Wiltshire since before 2004.

7. For the same period last year (Q2 2014/15), we saw just over 2,900 people claiming JSA. The September 2015 figures therefore represents a 37% fall in the number of people claiming JSA across Wiltshire over the last 12 months.
8. The graph below shows the comparative fall in Wiltshire's JSA claimant rates over the last 2 years, compared to the rest of the South West, and nationally. Reductions in Wiltshire are less pronounced in the last year but overall the proportions remain lower than regional and national comparators.



9. By supporting people with training and skills development, attracting employers and investment into the county, supporting existing businesses and providing a comprehensive and efficient planning service, the council has supported the creation of nearly 2,650 new jobs in the last 12 months. These jobs are not created in a steady pattern but in peaks as large scale partnership projects (including projects involving the Local Enterprise Partnership) come to fruition. The figure reported last quarter included 3,000 jobs created at Dyson in 2014/15 with significant support from Wiltshire Council. Current projects mean that there are a significant number of potential jobs 'in the pipeline'.
10. Latest figures show Wiltshire's employment rate is stable having risen to just under 80% for the 12 months ending June 2015. This is a return towards the peak levels achieved in 2009 and is an employment rate 2.5 percentage points above the regional, 6.5 percentage points above the national averages



11. In the 12 months to September 2015, Wiltshire Council helped just under 3,000 businesses with advice and support including over 600 start-up businesses. In the most recent six months there has been a reduction in the number of start-up business. This is believed to be connected to the improving economic situation encouraging more employment in existing businesses.
12. The County Land and Business Association (CLA), which represents many thousands of landowners in England and Wales, has named Wiltshire as one of the top 10 counties in England for running a rural business with the quality of local plans, digital connectivity and rural innovation and skills playing a big part.
13. In the most recent 12 months Wiltshire Council has supported over 3,600 individuals with training and skills development.
14. On average there are around 5,000 apprenticeships starts in Wiltshire each year. The government has set a target of three million nationally in 2019/20. In order to help reach this Wiltshire will need to see 6,750 starts. In response Wiltshire Council has launched the Wiltshire Apprenticeships Campaign working with training providers, regional provider networks and the National Apprenticeship Service to encourage business to provide more training opportunities locally.
15. Wiltshire Council made a significant investment (over half of the £31 million project budget) in phase one of the broadband rollout of the Wiltshire Online project. Without this 40% of premises in Wiltshire would not be covered by commercial broadband providers. Phase one will bring a fibre optic broadband service to over 76,500 premises across Wiltshire, 66,000 will receive superfast broadband (above 24Mbps). Phase one is due to be complete by March 2016. In quarter two more than 13,000 additional households benefited from a fibre optic broadband connection and since the initial rollout, the cumulative figure is now at 67,775.
16. Phase two of the broadband rollout of Wiltshire Online will begin in 2016 and will bring fibre optic broadband to over 5,800 premises across Wiltshire, 5,300 will receive a superfast service (above 24Mbps). Phase two is due to

be complete by September 2017. £2.5 million is being invested into phase two with Wiltshire Council contributing nearly £1 million.

17. An additional 112 affordable homes were delivered in quarter two of this year which is very similar to the previous quarter but means the overall number delivered in the first six months of 2015/16 was 11% lower than the same period in the previous year. Changes in the housing sector, including the reductions in housing association rents required by the July Budget, mean there is a risk that the 500 planned affordable Wiltshire homes will not be completed this year.

Outcome 2: people working together to solve problems and participate in decisions

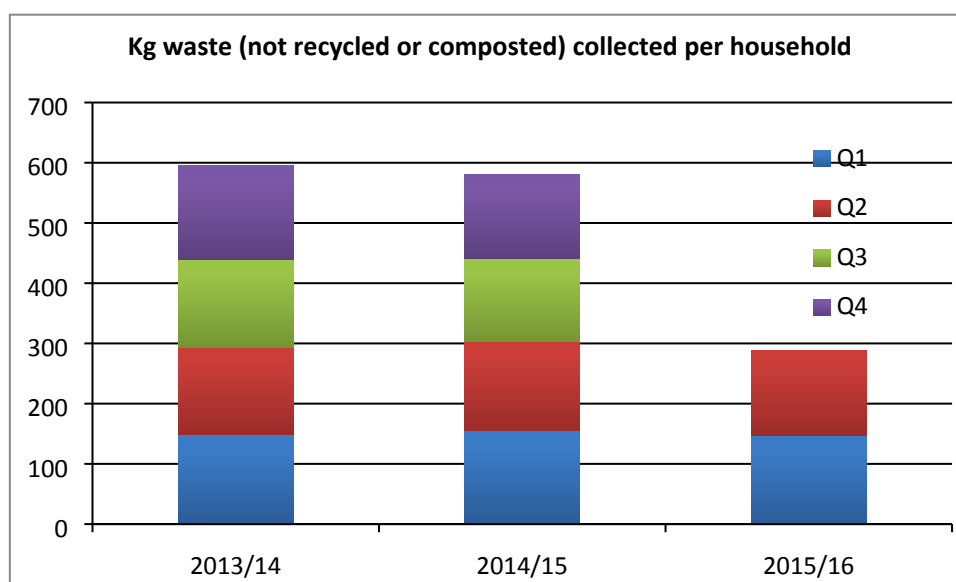
18. Area boards hold £1,057m of delegated youth funding. At the end of quarter two £334,459.27 of this funding had been allocated.
19. It is expected that the total spend through Area Boards in 2015/16 will be in the region of £1.5 – £1.75m. All of the projects supported through Wiltshire's Area Boards are listed [on the council's website](#).
20. By the end of quarter two the area boards were achieving leverage of £4.68 for every pound awarded. At that end of the period, the boards had awarded grants with a value of £475,000 which had delivered community projects with a total value of £2.23 million.
21. Area Boards use the [Our Community Matters](#) platform to engage and communicate with local residents. These consist of 18 individual community blogsites featuring events, news, jobs and comments and each week a local mailing is generated from the content posted and sent to the community area network - subscribers who have signed up to receive the news service. At the end of quarter two, there were nearly 7,800 subscribers to the news service which is on a par with the previous two quarters. The site generated 55,726 interactions during the quarter – lower than the previous period due to ongoing technical problems. The council has now collected an additional 17,500 subscribers following a marketing campaign using existing council databases, these subscribers will be imported.
22. Additionally, Wiltshire Council (@WiltsCouncil) has acquired another 800 [Twitter](#) followers in quarter two. This takes the total to over 11,800.
23. The council recorded over 1,100 volunteers helping in the delivery of services run through the council in the last financial year and volunteers are instrumental in supporting our community campuses.
24. A strong sense of community engagement is also evident in maintaining our rights of ways, as well as our countryside sites. Volunteers carry out a wide of activities from replacing styles, gates and signposts through building bridges to clearing paths. Volunteers often act on notifications provided through the [MyWiltshire App](#) and over the course of quarter two over 1,000 volunteer hours were given by the community in helping to maintain our rights of way. In addition, a further 1,800 volunteer hours were given to help maintain our countryside sites. Both these figures represent an increase on the previous quarter.
25. Other service areas also engaging with volunteers include children's services and libraries. The total number of library transactions was up 20% on the

previous quarter to over 650,000. This is broadly equivalent to the same quarter in the previous year. 92% of these transactions were issues and renewals the rest were made up of public access computer sessions.

26. Wiltshire's libraries continue to play an important role in communities including helping to deliver the [summer reading challenge](#) in which 10,300 four to 11 year olds signed up to read six books during the summer holidays. 60% completed the challenge with a total of more than 37,000 books being read.
27. 40 Neighbourhood Areas have now been designated across Wiltshire. For which, four neighbourhood plans (Malmesbury, Pewsey, Devizes and Freshford & Limpley Stoke) have been prepared and successfully passed through referendum. Three of these (Malmesbury, Pewsey and Freshford & Limpley Stoke) have now been formally 'made' by the Council and form part of the development plan for Wiltshire and the policies within the plans will be given full weight when assessing planning applications that affect land covered by the plans.

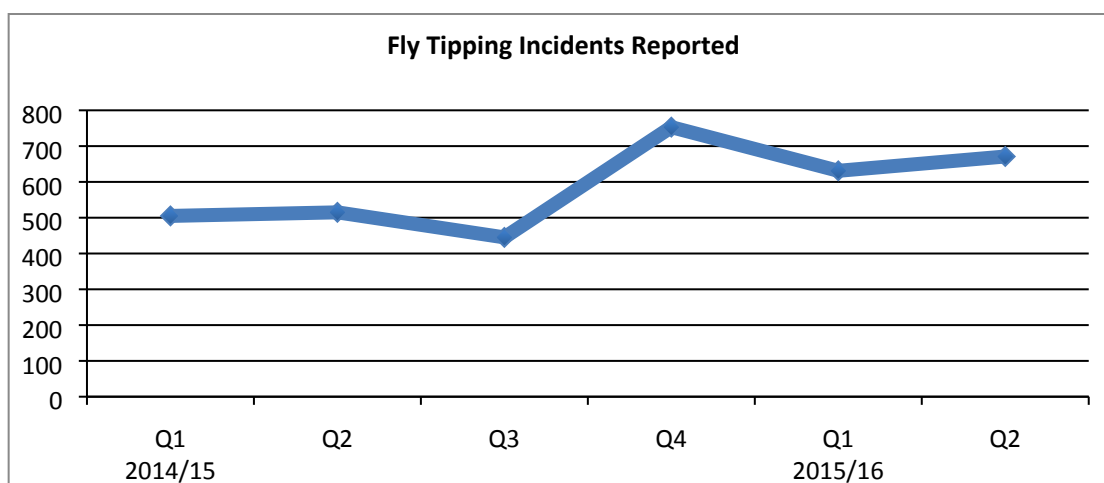
Outcome 3: living in a high quality environment

28. For quarters one and two the average amount of waste each household disposed of in their household waste (non-recyclables) bin was just under 290 kg - a 5% reduction on the same period in the previous year. This is as a result of an overall reduction in municipal waste and a more consistent recycling capture.



29. 78% of all waste collected was diverted from landfill, either through recycling, composting or using alternative treatment technologies such as energy from waste. This is slightly lower than the 80% achieved for the whole of the last financial year, but still within the stated ambition of more than 75% of waste being diverted from landfill.
30. Just under 50% of household waste was recycled or composted in quarter two. This has been at a consistent level for over a year.

31. During quarter one a higher level of residual mechanical biological treatment (MBT) waste was sent to landfill than in the same period in the previous year, as a result of additional tonnage being put through the plant in order to meet the input target of 60,000 in the contract year, and the production of more Solid Recovered Fuel (SRF) which requires further refinement of the input waste. The MBT process achieves an approximate landfill diversion rate of 69%, with 23% of input tonnage reduced through moisture loss, 45% processed into a SRF and 1% recovered for metals recycling. Therefore, although approximately 31 % still goes to landfill, the plant makes a significant contribution to the council's landfill diversion strategy. So, an additional 41,400 tpa out of 60,000 tpa is effectively diverted from landfill by the MBT plant. There has been a slight improvement in quarter two and Wiltshire is still on course to stay below the target of 25% MSW to landfill by the end of the year.
32. There have been 671 reported fly tipping incidents in Quarter 2, an increase of more than 150 compared to the same period last year. With regard to fly tipped waste types compared to Quarter 2 in 2014, it showed that asbestos, construction/demolition waste, chemical/oil drums and other electrical items all decreased. 64% of the overall fly tips were classed as waste originating from commercial activity.



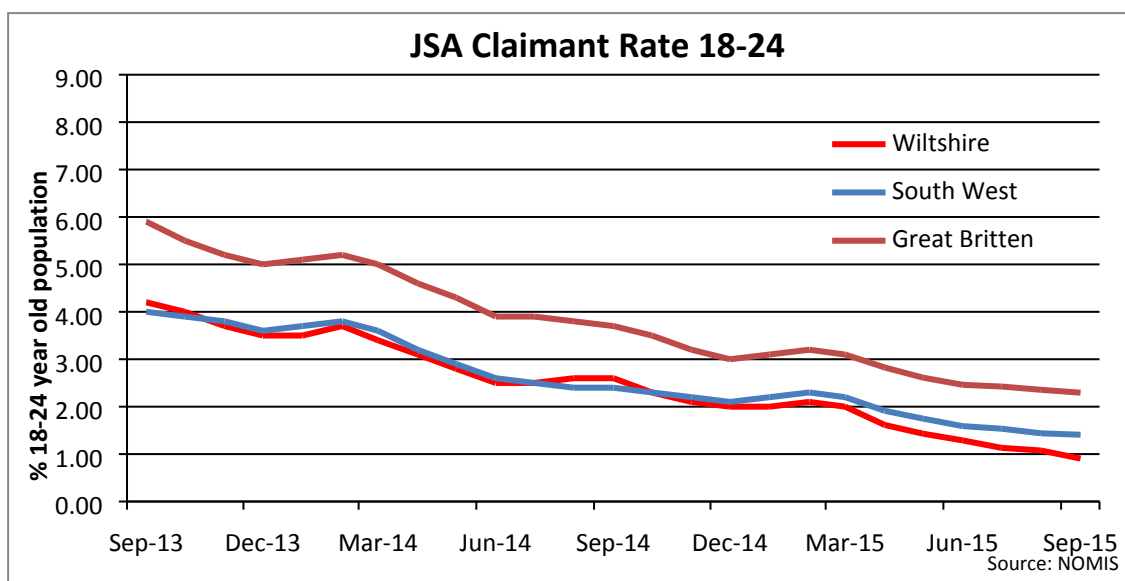
33. The council is committed to protecting the environment across the county. In quarter two of the year there were 815 enforcement actions – this is an increase on both the previous quarter and a 31% increase on the same quarter in the previous year. Enforcement action ranges from issuing warning letters, formal cautions and fixed penalty notices to prosecutions (a single incident can lead to more than one action). All actions are designed reduce the incidents of fly tipping.
34. In quarter two over 5,100 highways issues or incidents were reported, and resulted in the Highways team instructing Wiltshire Council's contractors. This is a small increase on the previous quarter and a 15% increase on quarter two in 2014/15.
35. In quarter two Wiltshire Council processed over 1,400 planning applications – which is equivalent to quarter one and the same quarter in the previous year. In the most recent quarter 98% of minor planning applications, 90% of major

planning application and 93% of other planning applications were determined within the target timescale. There is an improvement in each of the three groups over the same period in the previous year. Most marked are the minor planning applications where only 71% were determined within eight weeks in quarter two 2014/15.

36. There were 48 planning appeals during quarter two, of which, 28 (61%) were successfully defended. This is below the 70% target level and we will review these to understand what factors attributed to this outcome. This figure is also below the 75% success rate recorded for quarter two 2014/15 - it should be noted that there have been more than twice as many appeals this year compared to last.
37. During quarter one we reported that 13 council owned buildings would be used to house photovoltaic (PV) solar panels. It is estimated that over the 20-year life of the panels, they will reduce the council's CO2 output by 1,500 tonnes, making a saving on energy costs of just over £1m. In quarter two, all 13 installations are now registered with Good Energy and have received at least 1 Feed in Tariff (FiT) payment based on accurate meter reads. The total FiT payments received to date amount to £13,618.80. The next meter read will be taken in December with the next quarterly FiT payment due mid Feb 2016. In addition to the FiT income the sites have benefited from the avoided electricity costs, estimated to equate to £11,932.60 saved through the use of the generated electricity on-site.

Outcome 4: inclusive communities where everyone can achieve their potential

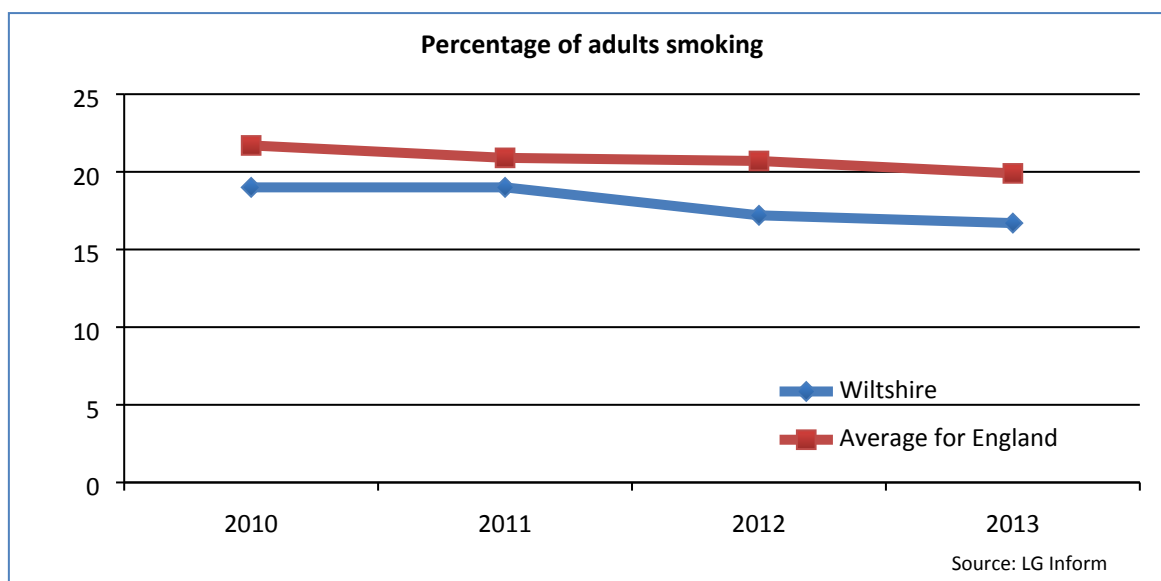
38. School inspections generally show Wiltshire in a positive light. As of the end of September 2015 the proportion of secondary schools deemed 'good' or better by Ofsted is at 89%. The most recently published national data has the England figure at 83%. This translates into 91% of pupils attending good or outstanding secondary schools in Wiltshire compared to a national figure of 81%. This is a small improvement on the previous quarter.
39. The Department for Education will release the final results of from summer 2015 exams later in the year, however school provisional results suggest an improvement for Wiltshire with 59.6% of pupils obtaining five GCSEs at grades A* to C including English and Maths. These provisional results suggest that Wiltshire has achieved this three percentage point improvement at while the national figure has fallen half a percentage point to 52.8%. These are provisional outturns and are subject to adjustment in the coming months.
40. The results for disadvantaged learners are not available.
41. The proportion of young people (aged 18-24) claiming JSA has fallen below 1% for the first time. This equates to just 320 young people which is a fall of nearly 600 young people (65%) on the same period in the previous year. Wiltshire performs well against both regional and national comparators.



42. Wiltshire Council and its partners continue to prioritise prevention and support in relation to young people not in employment, education or training (NEET). At the end of August 2015, 4.9% of 16-18 year olds we recorded as NEET which is within the expected range. Figures are not available for September due to the start of the academic year.
43. Wiltshire Council were unable to state the current activity of 9.2% of the 16-18 year old cohort. This is a significant improvement on the 16% recorded as 'not known' at the end of March 2015. This has been achieved through improving our tracking of these young people, including our information sharing with all relevant providers.
44. Wiltshire Council has been working with 510 families under the government's Troubled Families Initiative, first announced in 2011. The target date for results for this first cohort was March 2015. Wiltshire was able to demonstrate improvements or 'turn around' for 100% these families. The next phase of the initiative launched in April 2015 with revised criteria. Wiltshire has identified 70 families with a target of 391

Outcome 5: healthy, active and high quality lives

45. Over 3,300 Wiltshire residents were offered, and took up, a free NHS health check during quarter two. At the end of July 2015 the take up rate of health checks in Wiltshire was 46.6%. This compares to 47.7% regionally and 44.4% for England as a whole.
46. 177 people were known to have completed smoking cessation courses during quarter two. The overall smoking quit rate in the quarter was 43%. Overall the most recent national data suggests that the smoking rate in Wiltshire is lower than the national average and falling faster.

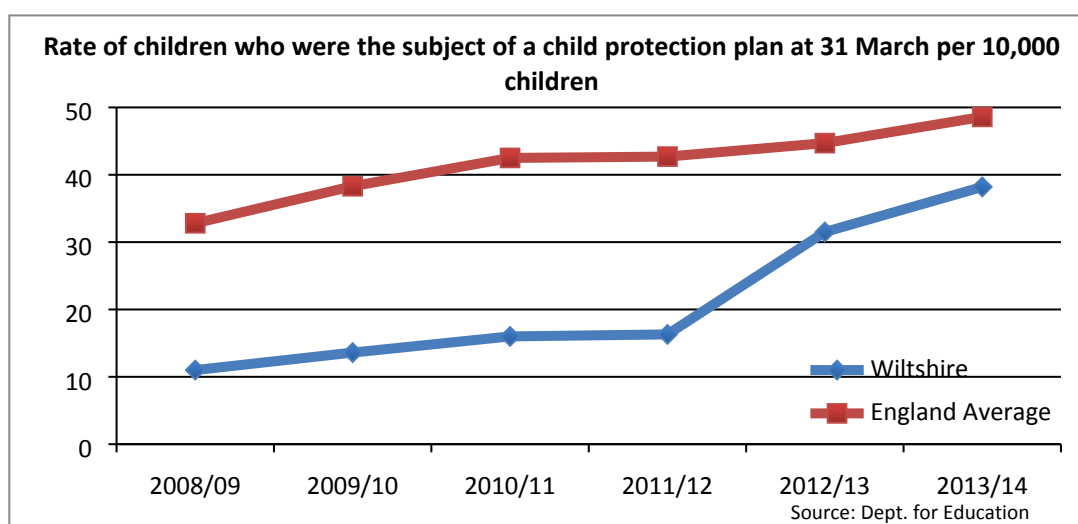


47. Research from Diabetes UK suggests that Wiltshire has 22,000 people living with diabetes; this figure has never been higher. It was further estimated that there were 7,000 people with diabetes in Wiltshire who remain undiagnosed. Six roadshows took place in Wiltshire towns during July aimed at providing more information about how to identify diabetes and how to avoid developing type 2 diabetes. Over 450 people attended the roadshows and more than half were referred to their GP for further checks.
48. For the last two years Wiltshire Council has been funding a community scheme to encourage breastfeeding. Mum2Mum groups provide advice, information and social support to young mothers. The scheme provides an accredited eight week course for mothers with breastfeeding experience who are then able to offer support in maternity wards and in the community. There are currently around 100 trained volunteers.
49. Wiltshire Council's Adult Care Services provide a range of social care services to older people and people with a learning disability or physical impairment. Services are delivered to people who need a rapid response to a crisis, need help to maintain their independence where they have complex needs and to promote preventative services which help people remain well and independent. In the first two quarters of this financial year over 10,500 individuals received care and/or support for Wiltshire Council's Adults services.
50. Help to live at Home is designed to help people who are frail, sick or disabled live at home for as long as it is safe and it helps people to continue to look after themselves in their own home. Over 55% of people who use Wiltshire Council's Help to live at Home services have their needs met within the first 6 weeks and no longer require any further support from us.
51. Help to live at Home supports self-funders as well as those eligible for council-funded support. The care providers supporting Help to live at Home are motivated to deliver on people's individual support plans and outcomes, not just providing the care. The numbers receiving Help to live at Home at any one time have been consistently around 1,000 over the last 18 months.

52. A report is being produced for every Area Board to consider what the priorities are for supporting older people in their area. At the same time it is hoped that every Area Board will nominate an older people's champion and a carers' champion to ensure that Board members are kept up-to-date on the views and priorities for older people in their areas.

Outcome 6: protected from harm and feel safe

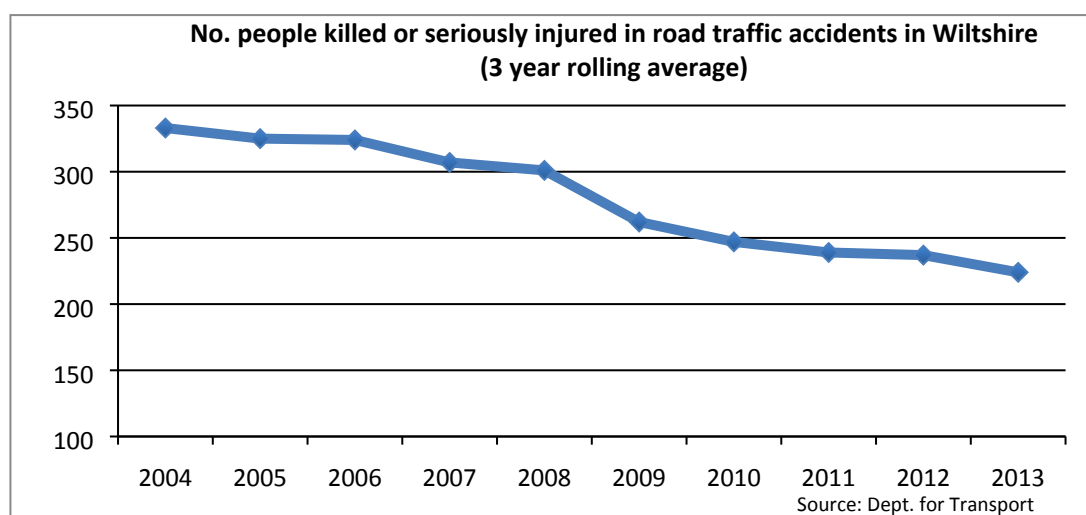
53. The number of referrals to Children's services remains largely stable throughout the last 18 months although Wiltshire experienced a spike in the final quarter of 2014/15 when the number reached nearly 1,350. The number of referrals in quarter two was just over 1,100; almost identical to quarter one and only slightly fewer than quarter two in 2014/15.
54. Likewise the number of children and young people who were subject to a Child Protection Plan remains largely stable following a spike in the final quarter of last year. At the end of quarter two there were 371; 10 fewer than quarter one and two fewer than at the same time in the previous year. This level puts Wiltshire within the expected prevalence rate (per 10,000). The most recent available comparative data shows Wiltshire with a rate below the national average.



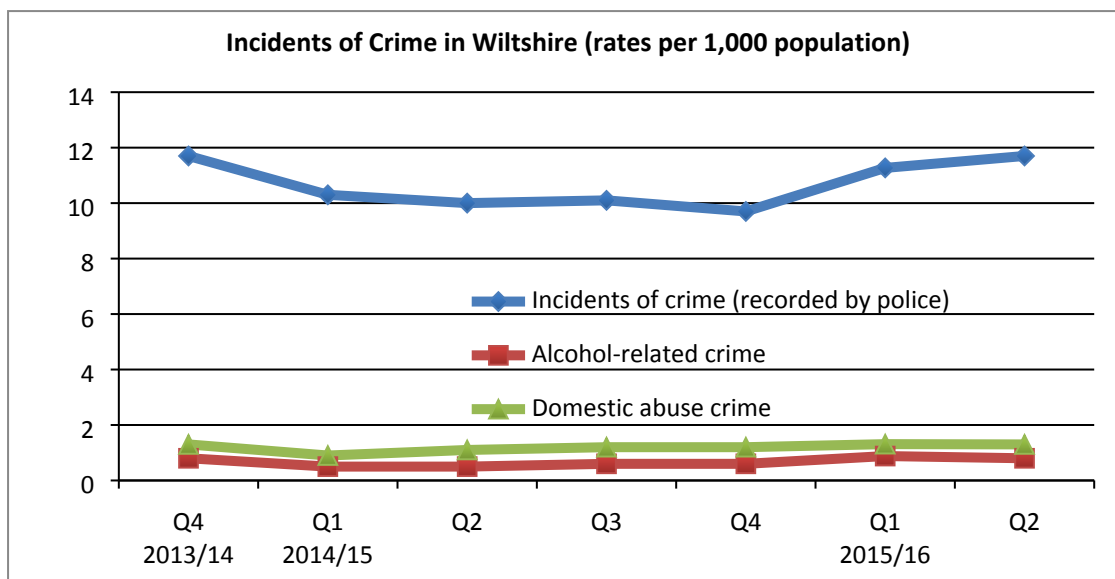
55. The number of children in care was 390 at the end of quarter two, a fall of 10 from quarter one and at the bottom of the expected range.
56. Children and young people in Wiltshire were recently asked about their experience of bullying. From over 7,000 responses the majority (60%) believed their schools dealt well with bullying. However, 15% reported that they had been seriously bullied at some stage with verbal bullying accounting for 68% of the total. Cyber bullying was more rare (23% of the total) but more common amongst year 12 pupils where 45% of the total incidents were cyber related.
57. In response to this information Wiltshire Council is reviewing its anti-bullying strategy with partners and young people. Alongside this there will be a programme of training and support material for schools, support for the police awareness campaign on cyber safety and a set of activities with children and

young people during the national anti-bullying week which takes place 16-20 November 2015.

58. The latest (quarter one) local figures show that the number of people killed or seriously injured on Wiltshire's roads was 175 in the previous 12 months. The quarter one figure was almost identical to the same period in the previous year. Nationally published estimates (latest from 2013 showing a three year rolling average and representing accidents on all roads in Wiltshire including motorways) suggest that this is part of a longer-term downward trend over the last decade.



59. The council continues to provide a targeted programme of road safety education, for example, seeing more than 1,400 children participating in road safety training such as Walk Safe, Bikeability and Safe Scooting Skills over the course of quarter two. This is a lower number than in quarter one but is impacted by the school summer holidays.
60. Wiltshire has seen an increase in overall crime in the last 12 months. This is the first year-on-year increase in recorded crime in some years. This is due, in part, to the efforts made by the police force to improve crime recording consistency. It is also believed that victims have increased confidence in reporting sexual offences.
61. Wiltshire Police have made significant changes in their crime recording processes and were recently given a good rating from Her Majesty's Inspectorate of Constabulary HMIC. Wiltshire's figures are in line with those of forces with a similar demographic profile. Of the 43 police forces in England and Wales, 34 are showing an increase in recorded crime.



Strategic Risk Register

62. The Strategic Risk Register was refined at the end of 2014/15 to draw in risks identified as part of the annual review of individual service delivery plans. These are used to identify risks that had significance across the council as a whole, which are broken down into 3 categories in the Strategic Risk Register.

- *Critical service risks:* significant single service risks, which, should they be realised will have a significant impact on the organisation as a whole.
- *Composite strategic risks:* risks which are significant within a number of service areas although individually would not significantly impact on the organisation as a whole. These risks are compiled into a single strategic composite risk (owned by the most appropriate service) and included within the strategic risk register. The ongoing monitoring of these risks therefore is drawn from the updates to the individual service level risks.

The recording of these risks is a new approach recently introduced, to ensure that service updates to these risks are more readily captured within the overall composite risk, and the supporting information and process for capturing progress is in development.

- *National risks:* These risks mirror the most significant risks on the Cabinet Office's [national risk register](#) and is Wiltshire's response should these be realised. These are typically captured within the [Wiltshire Community Risk Register](#) managed by the [Local Resilience Forum](#).

63. The simplified version of the current strategic risk register is provided in appendix 1.

64. Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk) and scored for impact and likelihood to give an overall score. A risk is scored twice; firstly as inherent (the current level of risk) and then as residual (the risk once all described mitigating actions are in place). The actions described are RAG'd based on progress towards completion. This RAG guides the reader of the register to understand the true current risk.

65. The majority of national level risks are mitigated by actions set out in the Integrated Emergency Management Plan, which includes Business Continuity. It is expected that the plan will be agreed by Cabinet and Full Council in quarter three.
66. The Wiltshire Local Resilience Forum has been reviewing its Pandemic Influenza and Excess Deaths plan, and will run a planning exercise during quarter three. Flood Working Groups are making preparations for dealing with situations caused by winter weather. This information will be made available through community resilience events which are being planned for key Area Boards during quarter three.
67. The Strategic Performance and Risk Management Board agreed to add a risk to the Strategic Register under the national risk section. This is the risk around cyber security and is managed within the IT service.
68. Adoption of digital internet technologies makes the Council and its service users vulnerable to new external cyber threats from 'attackers', (criminals, activists and hackers), who may want to harm us by obtaining, compromising or damaging our information, systems and infrastructure. A very high proportion of cyber-attacks can be traced back to distribution of phishing emails by external attackers: these are aimed at collecting and intercepting personal information and installing and activating malicious software on our internal network and computer systems.
69. Maintaining cyber security requires end user education and ongoing vigilance. Preventing cyber-attack also has a very strong dependency on the council's IT Services to deploy and monitor technical control measures to defend against constantly evolving techniques which attackers use to exploit software security weaknesses.
70. We continue to deliver and develop training. In addition we are constantly reviewing and acting on guidance issued by recognized best practice organisations and UK Government Cabinet Office, GCHQ, CPNI in publications such as '10 Steps to Cyber Security' and 'Be Cyber Streetwise'.
71. Of the 12 risks cited on the strategic risk register, 4 have a residual score of 12: pandemic flu outbreak and flooding (both of these are drawn from the national risk register and feature on the Wiltshire Community Risk Register), Budget Management and Contract Management.
72. The number of services reporting budget management risks and the high level impact of those risks has resulted in the composite strategic risk is scored as high. At the end of quarter two work remained ongoing to recover budgets within the current financial year.
73. The strategic composite risk around contract management shows the same high score as in the previous quarter due to specific and high profile contract management issues and concerns over the ability of services to effectively manage their contracts. The implementation of the new strategic procurement structure will enable the implementation of mitigating actions.
74. The high scoring information governance composite risk is being addressed with an action plan following the council inviting the Information Commissioner's Office to conduct an audit of our information management arrangements. The action plan is being finalised and as such the mitigations are RAG'd as 'amber'.

Safeguarding Implications

75. A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults.

Public Health Implications

76. Not applicable as no decision is required.

Environmental and Climate Change Considerations

77. Not applicable as no decision is required.

Equalities Impact of the Proposal

78. Not applicable as no decision is required.

Risk Assessment

79. Not applicable as no decision is required.

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

80. Not applicable as no decision is required.

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

81. Not applicable as no decision is required.

Financial Implications

82. Not applicable as no decision is required.

Legal Implications

83. Not applicable as no decision is required.

Options Considered

84. Not applicable as no decision is required.

Conclusions

85. This report brings together updates on outturns published through the Citizen's Dashboard, as well supplementary commentary to provide further context around the council's activities in these areas.

86. The performance monitoring framework has been refreshed for 2015/16 and updated measures and activities are included in this report.

Robin Townsend

Associate Director, Corporate Support, Procurement & Programme Office

Report Author:

Toby Eliot, Corporate Support Manager | toby.eliot@wiltshire.gov.uk

November 2015

Appendices

- Appendix 1: Strategic Risk Register (September 2015)

Wiltshire Council Strategic Risk Register (2015/16: Q2)

Risk short name	Primary Risk Category	Mitigation Actions	Q2 Inherent Impact	Q2 Inherent Likelihood	Risk Rating	Q2 Residual Impact	Q2 Residual Likelihood	Risk Rating	Q2 Action RAG	Q2 Comments
Critical Service Risks										
Safeguarding Children	Service Disruption	<ul style="list-style-type: none">• Stable workforce• Skilled and experienced workforce• Increase social worler retention• Reduction in use of agency social workers• Permanent, experienced managers• Clear training pathway• Reduction in bureaucracy in order to increase amount of time spent with family / intervening	4	2	8	3	2	6	Amber	Actions and timescales are as detailed in Safeguarding and Child Protection Improvement plan. These should reduce risk. RAG is amber until sufficient actions are delivered, resulting in expected improved impact on practice.
Safeguarding Adults	Reputation	<ul style="list-style-type: none">• Regular update training sessions for investigating managers and investigating officers.• Updated Care First documents in line with the Care Act guidance• Robust case file audit system in place• Central safeguarding adults triage process• Updated policy and procedures	4	2	8	4	1	4	Amber	Confirmation is still being sought on the available resources to enable the 2xFTE Customer Coordinators could be recruited to the team.
Composite Corporate Risks										
Staff capacity: Recruitment and Retention	Staffing/ People	<ul style="list-style-type: none">• Development of a corporate workforce action plan for delivering the people strategy.• Strategic HR project managers reviewing the impact of service reviews and the corporate redundancy programme with service managers.• Review of pay and reward policies to aid retention of staff.• Job family modelling to provide workforce flexibility and clear progression to aid recruitment and retention workforce.• New careers website.• Social work microsite.	3	2	6	2	1	2	Green	The GROW system has been implemented and the new appraisal system launched. New Careers website launched 11/05/2015. Service Plans reviewd to identify required actions across services for follow up. Template developed to capure service plan actions for HR
Budget management	Financial	<ul style="list-style-type: none">• Budgetary control• Due diligence in setting the budget• Timeliness of reporting• Competencies of the team and budget mangers being invested in	4	3	12	4	3	12	Amber	Work is ongoing on recovery plans to help to bring budget online during year.
Contract monitoring and management	Service delivery	<ul style="list-style-type: none">1. Maintain strategic oversight on contract monitoring arrangements – develop a central repository of contracts and monitoring arrangements within2. Create a corporate requirement on contract management to ensure consistency and escalation processes for emerging issues3. A greater involvement from procurement in oversight of contract management to ensure greater visibility of emerging issues at earliest stage4. To make better use of appropriate contract and management skills within the new structure5. Further actions to be developed and refined alongside new procurement structure	4	4	16	4	4	16	Amber	Scoring for this risk remains high due to specific and high profile contract management issues that have arisen over the last 6 months, raising greater concerns over the ability of services to effectively manage their contracts. There are several aspects of contract management and monitoring that need improving, and corporate oversight of these arrangements will be addressed through implementation of the new Strategic Procurement structure. Recruitment to the new structure is underway with the interviews for the head of service being completed and other posts over the course of November.

Wiltshire Council Strategic Risk Register (2015/16: Q2)

Risk short name	Primary Risk Category	Mitigation Actions	Q2 Inherent Impact	Q2 Inherent Likelihood	Risk Rating	Q2 Residual Impact	Q2 Residual Likelihood	Risk Rating	Q2 Action RAG	Q2 Comments
Composite Corporate Risks										
Corporate Health, Safety & Wellbeing	Health & Safety	1. Corporate policy statement 2. Service specific policies and systems of work. 3. Incident reporting via e-form and investigation procedure to reduce potential for recurrences. 4. A blended programme of e-learning and personal course delivery is available. 5. Corporate procedures and pro-forma exist for core safety functions including risk assessment 6. Audit programme to monitor compliance with statutory duty and best practices. 7. Corporate Risk Register 8. OH service provides independent medical opinion and advice to support managers dealing with employee ill-health and absence. 9. Confidential Employee Well-Being Telephone Helpline operates. 10. Regionalised clinics are held to provide easier access for employees to OH Services. 11. Partnerships with external providers of counselling and physiotherapy services are in place to provide fast-track access to these services. 12. Pre-employment health screening ensures reasonable adjustments are identified to support employees. 13. Specific training on H&S and Personal Resilience as part of Management Matters and Staff Matters programmes. 14. Investment in statutory health surveillance equipment and training. 15. Arrangements in place for fire risk assessment of all workplaces. 16. Quarterly management information provided to Associate Directors and benchmarked annually. 17. Annual performance report. 18. Provision of HGV driver medical service. 19. Intelligence Network to share details of members of public considered to present risks to staff.	3	2	6	2	1	2	Green	<ul style="list-style-type: none">• Workplace Health Charter being developed.• Additional support for mental health issues• Review of OH Services• Audit programme• Depression Health campaign• Review and consolidation of corporate and service risks
Information Governance	Reputation	A detailed action plan is being developed to ensure that the ICO's recommendations (from the voluntary audit in March 2015) are prioritised and implemented.	4	3	12	4	2	8	Amber	The developing Action Plan will cover activity over the following 12 months. Actions will be comprehensive but plan not yet in place.

Wiltshire Council Strategic Risk Register (2015/16: Q2)

Risk short name	Primary Risk Category	Mitigation Actions	Q2 Inherent Impact	Q2 Inherent Likelihood	Risk Rating	Q2 Residual Impact	Q2 Residual Likelihood	Risk Rating	Q2 Action RAG	Q2 Comments
National Level Risks										
Pandemic influenza	Health & Safety	<ul style="list-style-type: none">Local Resilience Forum and Local Health Resilience Partnership pandemic influenza plans.Excess Deaths PlanBusiness Continuity PlanThe NHS will lead on a thorough review of Pandemic Influenza plans nationally this year.	4	3	12	4	3	12	Green	Integrated Emergency Management Plan, which includes Business Continuity is expected to be agreed by Cabinet and Full Council in Q3. Wiltshire LRF has been reviewing its Pandemic Influenza and Excess Deaths plan, and will run an exercise in Q3. Flood Working Groups are preparing for winter weather. Community resilience events are being planned for key Area Boards in Q3. Full engagement by Wiltshire Council in the Contest strategy. <input type="checkbox"/>
Flooding	Health & Safety	<ul style="list-style-type: none">Wiltshire Council Flood Response PlanLRF Severe Weather PlanWiltshire Flooding StrategyFlood Operational Working Groups in North, South and SalisburyWiltshire Council Welfare Plan	4	3	12	4	3	12	Green	
Widespread electricity failure (NEW 2015)	Health & Safety	<ul style="list-style-type: none">Local Resilience Forum Emergency Telecoms and ProceduresFuel Supply Disruption PlanBusiness Continuity PlanEngaging with Scottish and Southern ElectricityTelecommunications exercise completed	4	2	8	4	2	8	Green	
Catastrophic terrorist attacks	Health & Safety	<ul style="list-style-type: none">Bomb alarm health and safety trainingHealth and Safety procedures.Training for event staffHealth and Safety training on bomb alertsImproved process and information for dealing with suspicious packages disseminated	4	2	8	4	2	8	Green	
Poor air quality events (NEW 2015)	Health & Safety	<ul style="list-style-type: none">wiltshireairquality.org.uk/Health Community Response PlanPublic messaging by use of social media and communications during poor air quality events	4	2	8	4	2	8	Green	
Cyber Security	Legal	Anti Virus installations and updates, Software Patching, Revised security posture, PSN accreditation	4	3	12	4	2	8	Green	Our Cyber Security response is largely about risks from inside, 74% of all corporate data breaches are from within!

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Wiltshire Council

Cabinet

15 December 2015

Subject: **Revenue Budget Monitoring Period 7 - 2015/2016**

Cabinet Member: **Cllr 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 7 (end of October 2015) for the financial year 2015/2016 with suggested actions as appropriate.

Overall the forecast suggests a £2.909 million overspend with management action identified to date. This is 1% of the Council's net budget. The purpose of budget monitoring is to identify such risks in order to allow management to address issues. Action is currently being assessed to identify areas where further savings can be made and a balanced budget achieved. A number of actions are being taken under management authority, in particular tightening control over the purchase of goods and supplies where it is anticipated that a reduction of between 10 to 20% will be achieved. A small number of actions are reserved to Cabinet and decisions on those aspects are covered in the proposals to this report. An updated position will be reported to Cabinet in the next budget monitoring report for outturn (to Cabinet in February).

It is expected that a balanced budget can be achieved by 31 March 2016. If this is not the case there should be a further drawdown from reserves which should be avoided as our reserves are nearing minimum levels recommended. Therefore every action should be taken to reduce unnecessary spend.

The Housing Revenue Account (HRA) is forecast to be on line.

On the assumption of a balanced budget being delivered by 31 March 2016 the year-end general fund reserve balance is projected to be £10.447 million. 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 7 (end of October) budget Monitoring.

Cabinet is asked to approve the drawdown of £0.6 million from General Fund reserves in line with the risk assessment and advice contained within this report in respect of Children's safeguarding. This was highlighted as a risk and potential need for reserves in setting the budget in February 2015.

Reason for Proposal

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

Michael Hudson Associate Director, Finance

Wiltshire Council

Cabinet

15 December 2015

Subject: **Revenue Budget Monitoring Period 7 - 2015/2016**

Cabinet Member: **Cllr 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 7 (end of October 2015) for the financial year 2015/2016 with suggested actions as appropriate.

Background

2. The Council set the 2015/2016 budget at its meeting on 24 February 2015. This 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 is set out as follows:

	Revised Budget Period 7	Profiled Budget to date	Actual to date	Projected Position for Year	Projected Overspend/ (Underspend)	Overspend/ (Underspend) reported at period 4	Movement since period 4
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
General Fund Total	314.983	340.868	266.461	317.892	2.909	6.245	(3.336)
Housing Revenue Account	(1.497)	(9.010)	(7,852)	(1.497)	0	0	0

4. Budget expenditure is not always spent in equal amounts each month. The profiled budget above shows the anticipated budget at the end of period 7. The main variance between the revised budget at period 7 and the profiled budget is due to a phasing of grant income due to be received by schools in period 12 arising from the mis match between financial and academic years.

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 risen quicker than 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. As part of continual service improvement, accountancy is in the process of refining the budget reporting process to enhance consistency and timeliness. As part of this review these reports exclude commitments in the actual spend column, to better show a consistent position. However, known commitments are taken into account in calculating the projected position for the year.
7. The period 7 report shows more detailed information and includes a number of smaller variances. Full details of service area figures are included in Appendix C. The figures reported in period 7 reflect the current position after any approved recovery actions have been actioned.
8. 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.

Budget Movements/Virements

9. There have been a number of movements between various budget headings in the period, although the baseline net Council budget reported to Council in February to set the Council Tax, of £314.983 million remains unchanged. These virements are largely due to structural changes since the report for budget setting in February 2015. A full trail is shown in appendix A.
10. Further details of major virements in the period are included in appendix B.

General Fund Monitoring Details

11. Overall the majority of services spend is in line with budget profiles and forecasts. There are some services which have identified larger variances at this stage of the year than originally planned. Associate Directors are seeking compensating actions to bring these back in line. These are set out in the following paragraphs.
12. Overall the period 7 report identifies potential cost pressures of £2.909 million. This is set out in detail at Appendix C.

Adult Social Care and Learning Disability Care

13. Current monitoring forecasts show an overall net overspend on Adult Social Care of £0.500 million before any actions. The current plan to recover this overspend is through active case load and placement management. In the last month we have seen a significant reduction in both numbers and unit cost of a number of older people care costs. This is a consequence of a number of the initiatives introduced by the council over the last three years that are helping to manage spend and demand.
14. A key factor in the forecast is the assumption around demand growth, including demand from the changes planned by the Care Act which have been revised downwards due to changes announced by Central Government to defer the changes until 2020. At this stage it is still assumed that grant monies for this transformation will still be made available to local authorities to maintain care. Any changes to this assumption could result in a shortfall of income, and this position will need to be monitored closely.

Children's Social Care and Special Educational Needs and Disabilities Care

15. Children's Social Care budgets are projected to overspend by £1.690 million after actions. The key area of overspend where costs will need to continue to be managed is the reduction of agency staffing, and the replacement with permanent staffing.
 16. The increase in Special Guardianship Orders was highlighted in the recent Ofsted inspection as a significant improvement; however, there are cost implications arising from this. The ongoing recruitment of permanent staff through the application of Market Supplements should help mitigate against increased numbers of agency staff and it is expected that agency costs will reduce during the year, but this is unlikely to deliver lower costs overall now until late in the financial year.
 17. The 0-25 Service for Children with Disabilities is currently projecting a net overspend of £1.693 million. As previously reported to Cabinet this overspend is primarily due to increased costs in transport arising from three factors; increased numbers of children with SEND up to 16 years, changes in regulations meaning local authorities have greater responsibilities over transport for 16 to 18 year old students with disabilities and the impact of post 18 year olds with SEND. The full year impact of growth in the number and cost of Special Educational Needs and Disability (SEND) placements also remains a factor.
 18. This trend along with the increase in adult learning disability costs is both an ongoing local and a national issue. The council is assessing long term plans to address these costs. However, it is unlikely that the forecast level of spend in this report will be reduced significantly, due to the time to change care packages and the assessment of care needed. Whilst some of that will be done, further savings will be required corporately. Corporate and Associate Directors are assessing options and will continue to report to Cabinet
-

throughout the year, as well as feeding into the setting of the 2016/17 budget process. Whilst some savings will be made corporately due to the scale of spend in this area it is recommended that the planned drawdown from the General Fund Reserves of £0.600 million is actioned to deal with some of the spend now. This was highlighted as a risk and potential need for reserves in setting the budget in February 2015.

IT

19. The service is forecasting cost pressures of £0.800 million due to increased costs in services. Expenditure is being reviewed so it is proposed to look for other funding streams, such as funding from Capital, where the IT supports infrastructure development originally planned to be revenue funded.

Corporate Areas

20. Restructure and Contingency shows an underspend of £1.865 million. This is largely due to the release of one off provisions arising from prior year grants anticipated to be released from the balance sheet in 2015/2016 as spend was drawn down.

Recovery plan

21. The Council faces a remaining forecast budget pressure of £2.909 million. The senior leadership team has set out instructions to tighten approval and control of spend on goods and supplies. Whilst spend may be desirable in some cases, given the financial position managers are being challenged to slow down or reduce spend on items that do not add high value at this time to key priorities and performance targets. Other measures are being sought to control this spend such as running stationary stock at minimum levels. These budgets will be reviewed between now and February and the levels of spend assessed to identify the potential to make a reduction in spend in these areas recurring through improved management and operation. Based on an analysis of current spend to budget there is scope to make circa £3.5 million of savings from these areas. As such it is expected that through strict adherence to controls and monitoring this can be delivered.

General Fund Overall

22. Overall, therefore, the period 7 report identifies potential cost pressures of £2.909 million. Against this there are a number of areas of underspend and further instructions have been issued to management in all areas to review actions for recovery and to deliver further savings. It is forecast that based on experience and instructions issued to management that a balanced budget can be achieved by 31 March 2016. If this is not the case there will be a draw down from reserves which would reduce the level to below the recommended level. Therefore every action should be taken to reduce unnecessary spend.

Housing Revenue Account Monitoring Update

23. Budget figures on the Housing Revenue Account (HRA) have been reviewed as part of the regular monitoring process.
24. The HRA is forecast to be on line on its revenue budgets.

Reserves

25. The tables below provides 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 £12.147 million at 31 March 2016.

General Fund Reserve	£ million	£ million
Balance as at 1 April 2015		(12.147)
Draw for Waste approved by Cabinet	1.100	
Draw for Childrens Safeguarding as recommended in this report	0.600	
Total Forecast movement in year		1.700
Forecast Balance 31 March 2016		(10.447)

26. At present it is assumed that all other areas currently overspending will be on line by the year end following management action and that General Fund Reserves will not therefore fall to this level and will be within the tolerance reported to Council in setting the 2015/2016 Council Tax. 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

27. This report has identified a shortfall if no further action is taken on the general fund budget of £2.909 million 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 2015/2016.
28. 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

29. This report informs member's decision making.

Risks assessment

30. 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

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

Financial implications

32. 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 2016, although reserves are reduced this is in line with the risk assessment noted by Council in setting the budget in February 2015.

Legal Implications

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

Public Health Implications

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

Environmental Implications

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

Safeguarding Implications

36. Safeguarding remains a key priority for the Council and this report reflects the additional investment for 2015/2016 to support the ongoing spend in looked after children and safeguarding. The latest forecasts supports this priority by recommending draw down of £0.6 million from reserves to deal with current pressures.

Proposals

37. Cabinet is asked to note the outcome of the period 7 (end of October) budget Monitoring.
38. Cabinet is asked to approve the drawdown of £0.6 million from General Fund reserves in line with the risk assessment and advice contained within this report in respect of Children's safeguarding.

Reasons for Proposals

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

Background Papers and Consultation

None

Contact Name:

Michael Hudson, Associate Director Finance, ext 13601
michael.hudson@wiltshire.gov.uk

Report Author: Matthew Tiller, Chief Accountant

Appendices:

Appendix A: Revenue Budget Movements 2015/2016
Appendix B: Major Virements between Service Areas from Original budget
Appendix C: Revenue Budget Monitoring Statements
Appendix D: Forecast Variance Movements

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Wiltshire Council Revenue Budget Movements 2015/2016

Service	Original Budget	Structural Changes	Revised Original Budget	In Year Virements to Period 4	Revised Budget Period 4	In Year Virements to Period 7	Revised Budget Period 7	Major Virements See Appendix B
	£m	£m	£m	£m				
Adult Social Care Operations								
Older People	50.260	0.000	50.260	0.181	50.441	(0.058)	50.383	
Other Vulnerable Adults	9.664	0.000	9.664	0.000	9.664	0.000	9.664	
Mental Health	19.861	0.000	19.861	0.079	19.940	0.004	19.944	
Adult Care Commissioning, Safeguarding & Housing								
Resources, Strategy & Commissioning	4.021	0.000	4.021	0.000	4.021	(0.063)	3.958	
Housing Services	4.126	0.000	4.126	0.000	4.126	0.048	4.174	
Public Health & Public Protection								
Public Health Grant	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Other Public Health & Public Protection	2.949	0.000	2.949	(0.055)	2.894	0.057	2.951	
Leisure	0.580	0.000	0.580	0.200	0.780	0.024	0.804	
Children's Social Care, Integrated Youth & Preventative Services & 0-25 SEN/Disability Service								
Children's Social Care	31.422	0.000	31.422	(0.361)	31.061	(0.180)	30.881	
0-25 Service: Disabled Children & Adults	12.878	0.000	12.878	(0.149)	12.729	0.138	12.867	
Early Help	2.163	0.000	2.163	(0.094)	2.069	0.284	2.353	
Learning Disability								
Learning Disability	41.841	0.000	41.841	(0.261)	41.580	0.120	41.700	
Quality Assurance, Commissioning & Performance, School & Early Years Effectiveness								
School Effectiveness	2.003	0.000	2.003	0.254	2.257	(0.101)	2.156	
Safeguarding	1.362	0.000	1.362	(0.027)	1.335	(0.020)	1.315	
Funding Schools	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Commissioning & Performance	7.495	0.000	7.495	0.784	8.279	0.466	8.745	
Economic Development & Planning Services								
Economy & Regeneration	3.965	0.000	3.965	0.000	3.965	0.000	3.965	
Development Services	0.243	0.000	0.243	(0.001)	0.242	(0.300)	(0.058)	
Highways & Transport								
Highways	13.921	0.000	13.921	(0.010)	13.911	0.000	13.911	
Transport	17.437	0.000	17.437	0.000	17.437	0.000	17.437	
Car Parking	(6.103)	0.000	(6.103)	0.000	(6.103)	0.000	(6.103)	
Environment & Leisure								
Waste	32.135	0.000	32.135	0.131	32.266	1.233	33.499	*
Environment Services	4.630	0.000	4.630	(0.019)	4.611	0.093	4.704	
Communications, Community Area Boards, Libraries, Arts, Heritage & Culture								
Communications	1.235	0.000	1.235	0.111	1.346	0.004	1.350	
Libraries, Arts, Heritage & Culture	5.327	0.000	5.327	0.377	5.704	0.222	5.926	
Corporate Function & Procurement								
Corporate Function & Procurement	5.308	0.000	5.308	0.155	5.463	0.055	5.518	
Finance								
Finance, Revenues & Benefits, & Pensions	2.668	0.150	2.818	0.100	2.918	0.072	2.990	
Revenues & Benefits - Subsidy	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
Legal & Governance								
Legal & Governance	2.353	0.000	2.353	0.000	2.353	0.000	2.353	
People & Business Services								
Human Resources & Organisational Development	3.205	0.000	3.205	0.157	3.362	0.166	3.528	
Business Services	3.552	(0.150)	3.402	0.000	3.402	(0.003)	3.399	
Strategic Asset & Facilities Management	12.279	0.000	12.279	(0.125)	12.154	0.000	12.154	
Information Services	10.291	0.000	10.291	0.021	10.312	0.000	10.312	
Corporate Directors								
Corporate Directors	0.730	0.000	0.730	0.071	0.801	0.000	0.801	
Members	2.006	0.000	2.006	0.000	2.006	0.000	2.006	
Corporate								
Movement on Reserves	0.957	0.000	0.957	(0.575)	0.382	(1.281)	(0.899)	*
Capital Financing	23.199	0.000	23.199	0.000	23.199	0.000	23.199	
Restructure & Contingency	2.356	0.000	2.356	(0.944)	1.412	(0.980)	0.432	*
General Government Grants	(26.126)	0.000	(26.126)	0.000	(26.126)	0.000	(26.126)	
Corporate Levys	8.790	0.000	8.790	0.000	8.790	0.000	8.790	
2015/2016 Budget Requirement	314.983	0.000	314.983	0.000	314.983	0.000	314.983	
HRA Budget	(1.497)	0.000	(1.497)	0.000	(1.497)	0.000	(1.497)	
	313.486	0.000	313.486	0.000	313.486	0.000	313.486	

More details are given of major virements and structural movements in Appendix B. These areas are marked above with *

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Major Virements between Services Areas from Period 4 to Period 7

APPENDIX B

Net virements over £500,000

Waste

Redundancies Period 6

Waste Budget Realignment

Allocate GF Funding to Waste

Waste to temporarily fund two CCU posts

In Year Virements period 4-7

Movement on Reserves

Transfer salary budget to SVOC cost centre

Earmarked Reserve Withdrawals

Allocate GF Funding to Waste

In Year Virements period 4-7

Restructure & Contingency

Redundancies Period 5

Redundancies Period 6

Transfer unachievable savings to corporate

Redundancies Period 7

Transfer Social Worker Recruitment Funding

In Year Virements period 4-7

£m
0.005
0.300
0.957
(0.029)
1.233
(0.069)
(0.255)
(0.957)
(1.281)
(0.097)
(0.696)
(0.100)
0.013
(0.100)
(0.980)

Please note, these are only the service movements over £500,000. The sum of all virements balances to zero.

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Wiltshire Council Revenue Budget Monitoring Statement: Period 7

31-Oct-15

		<i>Original Budget</i>	<i>Revised Budget Period 7</i>	<i>Profiled Budget to Period 7</i>	<i>Actual to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>		
<u>Adult Social Care Operations</u>								
Older People	Gross Costs	61.768	61.891	38.596	37.662	62.391	0.500	0.8%
	Income	(11.508)	(11.508)	(7.301)	(6.981)	(11.508)	-	-
	Net	50.260	50.383	31.295	30.681	50.883	0.500	1.0%
Other Vulnerable Adults	Gross Costs	10.251	10.251	6.455	7.520	10.251	-	-
	Income	(0.587)	(0.587)	(0.365)	(0.502)	(0.587)	-	-
	Net	9.664	9.664	6.090	7.018	9.664	-	-
Mental Health	Gross Costs	23.060	23.338	15.209	13.852	23.338	-	-
	Income	(3.199)	(3.394)	(2.284)	(1.879)	(3.394)	-	-
	Net	19.861	19.944	12.925	11.973	19.944	-	-
<u>Adult Care Commissioning, Safeguarding & Housing</u>								
Resources, Strategy & Commissioning	Gross Costs	4.449	4.386	1.137	1.329	4.386	-	-
	Income	(0.428)	(0.428)	(0.395)	(0.599)	(0.428)	-	-
	Net	4.021	3.958	0.742	0.730	3.958	-	-
Housing Services	Gross Costs	8.785	8.725	5.492	5.374	8.725	-	-
	Income	(4.659)	(4.551)	(2.399)	(2.308)	(4.551)	-	-
	Net	4.126	4.174	3.093	3.066	4.174	-	-
<u>Public Health & Public Protection</u>								
Public Health Grant	Gross Costs	14.587	17.171	10.477	6.549	17.171	-	-
	Income	(14.587)	(17.171)	(12.878)	(12.254)	(17.171)	-	-
	Net	-	-	(2.401)	(5.705)	-	-	-
Other Public Health & Public Protection	Gross Costs	3.871	3.873	2.306	2.295	3.733	(0.140)	(3.6%)
	Income	(0.922)	(0.922)	(0.617)	(0.615)	(0.982)	(0.060)	6.5%
	Net	2.949	2.951	1.689	1.680	2.751	(0.200)	(6.8%)
Leisure	Gross Costs	5.643	5.979	3.614	3.045	5.979	-	-
	Income	(5.063)	(5.175)	(3.019)	(2.754)	(5.175)	-	-
	Net	0.580	0.804	0.595	0.291	0.804	-	-
<u>Children's Social Care, Early Help & 0-25 SEN/Disability Service</u>								
Children's Social Care	Gross Costs	33.341	33.201	19.240	21.292	34.891	1.690	5.1%
	Income	(1.919)	(2.320)	(1.198)	(0.358)	(2.320)	-	-
	Net	31.422	30.881	18.042	20.934	32.571	1.690	5.5%
0-25 Service: Disabled Children & Adults	Gross Costs	36.143	36.132	20.881	24.941	37.825	1.693	4.7%
	Income	(23.265)	(23.265)	(0.387)	(0.754)	(23.265)	-	-
	Net	12.878	12.867	20.494	24.187	14.560	1.693	13.2%
Early Help	Gross Costs	6.901	7.061	5.007	4.656	7.084	0.023	0.3%
	Income	(4.738)	(4.708)	(0.626)	(0.824)	(4.708)	-	-
	Net	2.163	2.353	4.381	3.832	2.376	0.023	1.0%
<u>Learning Disability</u>								
Learning Disability	Gross Costs	44.358	44.217	28.402	29.653	44.217	-	-
	Income	(2.517)	(2.517)	(1.556)	(1.348)	(2.517)	-	-
	Net	41.841	41.700	26.846	28.305	41.700	-	-

Wiltshire Council Revenue Budget Monitoring Statement: Period 7

31-Oct-15

		<i>Original Budget</i>	<i>Revised Budget Period 7</i>	<i>Profiled Budget to Period 7</i>	<i>Actual to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>		
Quality Assurance, Commissioning & Performance, School & Early Years Effectiveness								
School Effectiveness	Gross Costs	5.765	6.048	3.563	3.137	5.814	(0.234)	(3.9%)
	Income	(3.762)	(3.892)	(0.692)	(0.394)	(3.892)	-	-
	Net	2.003	2.156	2.871	2.743	1.922	(0.234)	(10.9%)
Safeguarding	Gross Costs	1.532	1.514	0.889	0.954	1.514	-	-
	Income	(0.170)	(0.199)	(0.159)	(0.243)	(0.199)	-	-
	Net	1.362	1.315	0.730	0.711	1.315	-	-
Funding Schools	Gross Costs	279.162	264.750	131.881	82.084	264.750	-	-
	Income	(279.162)	(264.750)	(3.831)	(29.912)	(264.750)	-	-
	Net	-	-	128.050	52.172	-	-	-
Commissioning & Performance	Gross Costs	31.792	32.632	19.605	21.027	32.866	0.234	0.7%
	Income	(24.297)	(23.887)	(2.246)	(0.699)	(23.887)	-	-
	Net	7.495	8.745	17.359	20.328	8.979	0.234	2.7%
Economic Development & Planning Services								
Economy & Regeneration	Gross Costs	4.794	4.794	2.764	3.209	5.194	0.400	8.3%
	Income	(0.829)	(0.829)	(0.484)	(0.435)	(0.829)	-	-
	Net	3.965	3.965	2.280	2.774	4.365	0.400	10.1%
Development Services	Gross Costs	5.409	5.408	3.154	3.332	5.408	-	-
	Income	(5.166)	(5.466)	(3.528)	(3.312)	(5.866)	(0.400)	7.3%
	Net	0.243	(0.058)	(0.374)	0.020	(0.458)	(0.400)	689.7%
Highways & Transport								
Highways	Gross Costs	17.098	15.918	8.816	6.340	15.918	-	-
	Income	(3.177)	(2.007)	(1.361)	(1.187)	(2.007)	-	-
	Net	13.921	13.911	7.455	5.153	13.911	-	-
Transport	Gross Costs	20.261	19.636	10.385	10.898	19.636	-	-
	Income	(2.824)	(2.199)	(2.128)	(1.873)	(2.199)	-	-
	Net	17.437	17.437	8.257	9.025	17.437	-	-
Car Parking	Gross Costs	1.563	1.563	0.915	1.147	1.563	-	-
	Income	(7.666)	(7.666)	(4.369)	(4.289)	(7.666)	-	-
	Net	(6.103)	(6.103)	(3.454)	(3.142)	(6.103)	-	-
Waste & Environment								
Waste	Gross Costs	36.344	38.605	19.954	17.794	38.953	0.348	0.9%
	Income	(4.209)	(5.106)	(2.928)	(5.205)	(5.106)	-	-
	Net	32.135	33.499	17.026	12.589	33.847	0.348	1.0%
Environment Services	Gross Costs	6.287	6.317	3.984	3.827	6.317	-	-
	Income	(1.657)	(1.613)	(1.050)	(0.831)	(1.613)	-	-
	Net	4.630	4.704	2.934	2.996	4.704	-	-
Communications, Community Area Boards, Libraries, Arts, Heritage & Culture								
Communications	Gross Costs	1.315	1.430	0.808	1.014	1.430	-	-
	Income	(0.080)	(0.080)	(0.047)	(0.005)	(0.080)	-	-
	Net	1.235	1.350	0.761	1.009	1.350	-	-
Libraries, Arts, Heritage & Culture	Gross Costs	6.934	7.650	4.764	5.108	7.850	0.200	2.6%
	Income	(1.607)	(1.724)	(1.000)	(0.848)	(1.724)	-	-
	Net	5.327	5.926	3.764	4.260	6.126	0.200	3.4%

		<i>Original Budget</i>	<i>Revised Budget Period 7</i>	<i>Profiled Budget to Period 7</i>	<i>Actual to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year: Overspend / (Underspend)</i>	<i>Variation as % of Revised Budget: Overspend / (Underspend)</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>		
<u>Corporate Function & Procurement</u>								
Corporate Function & Procurement								
	Gross Costs	6.057	6.270	4.211	5.540	6.270	-	-
	Income	(0.749)	(0.752)	(0.460)	(0.065)	(0.752)	-	-
	Net	5.308	5.518	3.751	5.475	5.518	-	-
<u>Finance</u>								
Finance, Revenues & Benefits, & Pensions								
	Gross Costs	14.768	15.468	8.760	9.300	15.418	(0.050)	(0.3%)
	Income	(12.100)	(12.478)	(5.228)	(5.389)	(12.478)	-	-
	Net	2.668	2.990	3.532	3.911	2.940	(0.050)	(1.7%)
Revenues & Benefits - Subsidy								
	Gross Costs	118.775	118.126	71.481	71.568	118.126	-	-
	Income	(118.775)	(118.126)	(67.819)	(67.819)	(118.276)	(0.150)	0.1%
	Net	-	-	3.662	3.749	(0.150)	(0.150)	
<u>Legal & Governance</u>								
Legal & Governance								
	Gross Costs	4.577	4.525	2.446	3.961	4.925	0.400	8.8%
	Income	(2.224)	(2.172)	(1.139)	(1.391)	(2.172)	-	-
	Net	2.353	2.353	1.307	2.570	2.753	0.400	17.0%
<u>People & Business Services</u>								
Human Resources & Organisational Development								
	Gross Costs	4.946	5.460	3.359	3.280	5.460	-	-
	Income	(1.741)	(1.932)	(1.264)	(1.425)	(1.932)	-	-
	Net	3.205	3.528	2.095	1.855	3.528	-	-
Business Services								
	Gross Costs	5.571	5.461	3.579	3.651	5.461	-	-
	Income	(2.019)	(2.062)	(1.632)	(1.775)	(2.062)	-	-
	Net	3.552	3.399	1.947	1.876	3.399	-	-
Strategic Asset & Facilities Management								
	Gross Costs	15.787	16.306	11.192	10.062	16.306	-	-
	Income	(3.508)	(4.152)	(2.627)	(2.454)	(4.152)	-	-
	Net	12.279	12.154	8.565	7.608	12.154	-	-
Information Services								
	Gross Costs	11.811	11.919	8.019	8.181	12.719	0.800	6.7%
	Income	(1.520)	(1.607)	(0.909)	(0.288)	(1.607)	-	-
	Net	10.291	10.312	7.110	7.893	11.112	0.800	7.8%
<u>Corporate Directors</u>								
Corporate Directors								
	Gross Costs	0.757	0.828	0.531	0.593	0.828	-	-
	Income	(0.027)	(0.027)	(0.008)	(0.009)	(0.027)	-	-
	Net	0.730	0.801	0.523	0.584	0.801	-	-
Members								
	Gross Costs	2.006	2.006	1.155	1.243	2.006	-	-
	Income	-	-	-	-	-	-	-
	Net	2.006	2.006	1.155	1.243	2.006	-	-
<u>Corporate</u>								
Movement on Reserves								
		0.957	(0.899)	(0.899)	(0.899)	(0.899)	-	-
Capital Financing								
		23.199	23.199	5.370	4.730	22.719	(0.480)	(2.1%)
Restructure & Contingency								
		2.356	0.432	(1.329)	(0.303)	(1.433)	(1.865)	(431.7%)
General Government Grants								
		(26.126)	(26.126)	(12.538)	(16.282)	(26.126)	-	-
Corporate Levys								
		8.790	8.790	5.167	4.821	8.790	-	-
	Net	9.176	5.396	(4.229)	(7.933)	3.051	(2.345)	(43.5%)
Wiltshire Council General Fund Total								
	Gross Costs	865.644	854.255	478.802	427.485	857.774	3.519	0.4%
	Income	(550.661)	(539.272)	(137.934)	(161.024)	(539.882)	(0.610)	0.1%
	Net	314.983	314.983	340.868	266.461	317.892	2.909	0.9%
Housing Revenue Account (HRA)								
	Gross Costs	24.639	24.639	6.069	7.299	24.639	-	-
	Income	(26.136)	(26.136)	(15.079)	(15.151)	(26.136)	-	-
	Net	(1.497)	(1.497)	(9.010)	(7.852)	(1.497)	-	-
Total Including HRA								
	Gross Costs	890.283	878.894	484.871	434.784	882.413	3.519	0.4%
	Income	(576.797)	(565.408)	(153.013)	(176.175)	(566.018)	(0.610)	0.1%
	Net	313.486	313.486	331.858	258.609	316.395	2.909	0.9%

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Wiltshire Council Forecast Variance Movements

Appendix D

	Variance Reported for Period 4 £m	Movement in Period	Variance Reported for Period 7
Adult Social Care Operations			
Older People	(3.421)	3.921	0.500
Other Vulnerable Adults	1.852	(1.852)	0.000
Mental Health	1.959	(1.959)	0.000
Adult Care Commissioning, Safeguarding & Housing			
Resources, Strategy & Commissioning	(2.437)	2.437	0.000
Housing Services	0.100	(0.100)	0.000
Public Health & Public Protection			
Public Health Grant	0.000	0.000	0.000
Other Public Health & Public Protection	(0.250)	0.050	(0.200)
Leisure	0.000	0.000	0.000
Children's Social Care, Integrated Youth & Preventative Services & 0-25 SEN/Disability Service			
Children's Social Care	1.991	(0.301)	1.690
0-25 Service: Disabled Children & Adults	2.400	(0.707)	1.693
Early Help	0.004	0.019	0.023
Learning Disability			
Learning Disability	2.047	(2.047)	0.000
Quality Assurance, Commissioning & Performance, School & Early Years Effectiveness			
School Effectiveness	(0.335)	0.101	(0.234)
Safeguarding	0.000	0.000	0.000
Funding Schools	0.000	0.000	0.000
Commissioning & Performance	0.335	(0.101)	0.234
Economic Development & Planning Services			
Economy & Regeneration	0.000	0.400	0.400
Development Services	0.000	(0.400)	(0.400)
Highways & Transport			
Highways	0.000	0.000	0.000
Transport	0.000	0.000	0.000
Car Parking	0.000	0.000	0.000
Waste & Environment			
Waste	0.300	0.048	0.348
Environment Services	0.000	0.000	0.000
Communications, Community Area Boards, Libraries, Arts, Heritage & Culture			
Communications	0.500	(0.500)	0.000
Libraries, Arts, Heritage & Culture	0.000	0.200	0.200
Corporate Function & Procurement			
Corporate Function & Procurement	0.000	0.000	0.000
Finance			
Finance, Revenues & Benefits, & Pensions	(0.050)	0.000	(0.050)
Revenues & Benefits - Subsidy	(0.150)	0.000	(0.150)
Legal & Governance			
Legal & Governance	0.400	0.000	0.400
People & Business Services			
Human Resources & Organisational Development	0.000	0.000	0.000
Business Services	0.000	0.000	0.000
Strategic Asset & Facilities Management	0.800	(0.800)	0.000
Information Services	0.000	0.800	0.800
Corporate Directors			
Corporate Directors	0.000	0.000	0.000
Members	0.000	0.000	0.000
Corporate			
Movement on Reserves	0.000	0.000	0.000
Capital Financing	0.000	(0.480)	(0.480)
Restructure & Contingency	0.200	(2.065)	(1.865)
General Government Grants	0.000	0.000	0.000
Corporate Levys	0.000	0.000	0.000
TOTAL FORECAST VARIANCE MOVEMENT	6.245	(3.336)	2.909
HRA Budget	0.000	0.000	0.000

Adult Social Care Operations

Older People

Other Vulnerable Adults

Learning Disability

Mental Health

Adult Care Commissioning, Safeguarding & Housing

Resources, Strategy & Commissioning

Community Leadership & Governance

Housing Services

Public Health & Public Protection

Public Health Grant

Other Public Health & Public Protection

Children's Social Care, Integrated Youth & Preventative Services & 0-25 SEN/Disability Service

Children's Social Care

0-25 Service: Disabled Children & Adults

Integrated Youth & Preventative Services

Quality Assurance, Commissioning & Performance, School & Early Years Effectiveness

School Effectiveness

Business & Commercial Services

Safeguarding

Funding Schools

Commissioning & Performance

Economic Development & Planning Services

Economy & Regeneration

Development Services

Highways & Transport

Highways Strategic Services

Public Transport

Education Transport

Local Highways & Streetscene

Car Parking

Environment & Leisure

Waste

Environment Services

Leisure

School Effectiveness

Communications, Community Area Boards, Libraries, Arts, Heritage & Culture

Communications

Libraries, Arts, Heritage & Culture

Executive Office

Executive Office

Corporate Directors

Finance

Finance, Revenues & Benefits, & Pensions

Revenues & Benefits - Subsidy

Legal & Governance

Legal & Governance

People & Business Services

Human Resources & Organisational Development

Business Services

Strategic Property Services

Transformation Programme

Transformation

Information Services

Corporate

Movement on Reserves

Capital Financing

Restructure & Contingency

General Government Grants

Corporate Levys

Wiltshire Council General Fund Total

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Wiltshire Council

Cabinet

15 December 2015

Subject: **Capital Monitoring Period 7 2015/2016 (as at 31 October 2015)**

Cabinet member: **Councillor Dick Tonge
Finance, Performance, Risk, Systems Thinking,
Procurement & Welfare Reform**

Key Decision: **No**

Executive Summary

The report details changes to the budget made since the 2015/2016 budget was set in February 2015 over and above the changes detailed in the Period 4 report.

The report reflects the position of the 2015/2016 spend against budget as at Period 7 (as at 31 October 2015).

Proposal

To note the budget movements undertaken to the capital programme shown in Appendices A and B.

Reason for Proposals

To inform Cabinet of the position of the 2015/2016 capital programme as at Period 7 (31 October 2015), including highlighting any budget changes.

Michael Hudson Associate Director Finance

Wiltshire Council

Cabinet

15 December 2015

Subject: **Capital Monitoring Period 7 2015/2016 (as at 31 October 2015)**

Cabinet member: **Councillor Dick Tonge
Finance, Performance, Risk, Systems Thinking,
Procurement & Welfare Reform**

Key Decision: **No**

Purpose of Report

1. To inform Cabinet on the position of the 2015/2016 Capital Programme, as at Period 7 (31 October 2015), including highlighting budget changes. A budget monitoring report to members is taken to Cabinet Capital Assets Committee quarterly in September, December, February and June. This report focuses on major variations in budget.

Budget Movements

2. The original budget for 2015/2016 was presented to the Council as part of the budget meeting on 24 February 2015. Since that date there have been a number of changes to the budget for 2015/2016, largely due to reprogramming of budget from 2014/2015, but also to reflect additional funding being available. These changes are summarised in the table below, a fuller breakdown of the changes made at a scheme by scheme level is attached as Appendix A.

Breakdown of Budget Amendments from Original Budget to Period 7 Budget (as at 31 October 2015)

	£m	Notes
Budget Period 4 2015/2016	173.214	
Additions/amendments to the Capital Programme 2015/2016 since Period 4 Budget		
Additional Budgets added to Programme	0.727	See Appendix A and B section 1 for further details
Grant Amendments	0.364	See Appendix A for further details
Reduced Budgets	(0.003)	See Appendix A for further details
Budgets reprogrammed from 2015/2016 into 2016/2017	(13.182)	See Appendices A and B section 2 for further details
Current Budget Period 7 2015/2016	161.120	

3. The budget additions shown above largely 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 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. The budgets that have been reprogrammed into 2016/2017 are shown in further detail in Appendices A and B, with the higher value amounts also explained in the narrative for schemes in Appendix C.

Summary of Position as at 31 October 2015

5. The current budget for the year 2015/2016 is £161.120 million. Actual spend on schemes as at 31 October 2015 was £45.110 million. A full breakdown of these figures is attached in Appendix A.

6. At present there are no anticipated significantly overspending schemes.
7. Some reprogramming of budgets into future years has already taken place as part of this report; however more is anticipated. The capital programme has been reviewed by CLT and Informal Cabinet; resulting in some schemes being recommended for reduction, slippage or requiring a new business case. This will be captured in the 2016-2020 capital budget setting process and presented to Council in February 2016.
8. 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 2015/2016.

Risks Assessment

9. The capital budget for 2015/2016, as detailed in this report, has been revised to £161.120 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. Members may wish to bear in mind that the capital programme has been set for four years and therefore risks will be appraised over the whole period.

Equality and Diversity Impact of the Proposal

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

Financial Implications

11. This is a report from the Chief Finance Officer and the financial implications are discussed in the detail of this report.

Legal Implications

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

Public Health Implications

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

Environmental Implications

14. 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.

Safeguarding Implications

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

Proposals

16. To note the general budget additions for grants, contributions and other sources of £0.727 million as per Appendix B; and to note the Period 7 position of the Capital Programme in Appendix A.

To also note the reprogramming of £13.182 million between 2015/2016 and 2016/2017.

Background Papers and Consultation

None

Contact Name:

Michael Hudson, Associate Director Finance, ext 13601
Michael.hudson@wiltshire.gov.uk

Report Author: Leanne Sykes, Accountancy Services Manager.

Appendices:

Appendix A – 2015/2016 Capital Programme Budget Movements and spent to 31 October 2015

Appendix B – Delegated authority for budget movements

Appendix C – Narrative on specific schemes

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Capital Programme Budget Movements and Spend to 31 October 2015/2016

Scheme Name	2015/2016 Budget Breakdown								
	Period 4 Budget	Budget Movements between Schemes	Additional Budgets added to Programme (Section 1 Appendix B)	Grant Amendments	Reduced Budgets	Budgets reprogrammed from 2015/2016 into 2016/2017 (Section 2 Appendix B)	Current Budget Period 7 2015/2016	Spend to 31 October 2015	Spend to 31 October 2015
	£m	£m	£m	£m	£m	£m	£m	£m	%
Thriving & Growing Economy									
Carbon Reduction Schemes	1.558					(0.500)	1.058	0.178	16.82%
Oil to Biomass Schemes	0.966						0.966	0.067	6.93%
Other Economic Development Schemes	0.181						0.181	0.362	200.10%
Strategic Economic Plan	0.866						0.866	0.000	0.00%
Corsham Mansion House	0.000						0.000	0.019	0.00%
A429 Malmesbury Access Improvements	2.000						2.000	0.000	0.00%
Chippenham Station HUB	0.100						0.100	0.024	23.65%
LTB Scheme A350 North of Chippenham Bypass Improvements	1.451						1.451	0.889	61.30%
A350 Dualling Chippenham Bypass	0.000						0.000	0.000	0.00%
Growth Fund (inc Porton Science Park)	5.229						5.229	0.043	0.82%
Bowerhill Portal Way Improvement Works	0.852						0.852	0.570	66.93%
Total Thriving & Growing Economy	13.203	0.000	0.000	0.000	0.000	(0.500)	12.703	2.153	16.95%
Working Together to Solve Problems & Participate in Decisions									
Buildings Repair & Maintenance	3.278						3.278	0.712	21.71%
Rural Estates	0.416						0.416	0.022	5.24%
Whole Life Building & Equipment Refresh	0.500						0.500	0.000	0.00%
Leisure Centres & Libraries - Capital Works Requirement	0.400						0.400	0.000	0.00%
Hub Programme Office Rationalisation	0.121						0.121	0.022	18.03%
Operational Estate	0.215						0.215	0.043	20.06%
Depot & Office Strategy	0.519						0.519	0.000	0.05%
Campus - Live Schemes	26.601						26.601	8.469	31.84%
Campus - In Development	0.000						0.000	0.004	0.00%
Area Boards and LPSA PRG Reward Grants	1.033						1.033	0.227	21.94%
Fitness Equipment for Leisure Centres	0.525						0.525	0.022	4.11%
Churchyards & Cemeteries	0.657						0.657	0.044	6.77%
Total Working Together to Solve Problems & Participate in Decisions	34.265	0.000	0.000	0.000	0.000	0.000	34.265	9.565	27.91%
High Quality Environment									
Integrated Transport	3.844					(0.537)	3.307	0.884	26.73%
Structural Maintenance (Grant & Council Funded)	23.951	(1.295)					22.656	4.369	19.28%
Bridges	3.596					(0.500)	3.096	0.239	7.71%
Highway flooding prevention and Land Drainage schemes	0.500	0.500					1.000	0.172	17.21%
Flooding Repair & Renewal	0.000		0.148				0.148	0.148	99.81%
A350 Chippenham (Pinch Point)	0.000	0.130					0.130	0.121	0.00%
Farmers Roundabout	0.000	0.500					0.500	0.032	6.40%
Local Sustainable Transport Fund	0.050			(0.001)			0.049	0.059	120.59%
Street Lighting	0.000	0.060					0.060	0.059	0.00%
Salisbury Market Place (inc New Canal and Blue Boar Row)	0.000	0.105					0.105	0.132	0.00%
Passenger Transport Capital	0.000						0.000	0.005	0.00%
Waste Services	0.544					(0.100)	0.444	0.143	32.31%
Fleet Vehicles	0.616						0.616	0.701	113.80%
Disabled Facilities Grants	1.055	0.499		0.418			1.972	1.041	52.77%
Other Housing Grants	0.499	(0.499)					0.000	0.000	0.00%
Gypsies and Travellers Projects	3.858						3.858	0.407	10.56%
Council House Build Programme	1.493	13.146					14.639	0.333	2.27%
Complex Needs Bungalows	0.413	0.200					0.613	0.473	77.18%
Extra Care Programme	9.507	(9.507)					0.000	0.215	0.00%
Other - Housing Strategic Economic Plan	3.309	(3.309)					0.000	0.000	0.00%
Sheltered Housing	0.000	0.625					0.625	0.000	0.00%
Affordable Housing including Commuted Sums	0.937						0.937	0.102	10.87%
New Housing	0.441						0.441	0.000	0.00%
Social Care Infrastructure & Strategy	4.177	(1.155)					3.022	0.093	3.08%
HRA - Refurbishment of Council Stock	16.441					(4.231)	12.210	5.541	45.38%
Total High Quality Environment	75.231	0.000	0.148	0.417	0.000	(5.368)	70.428	15.269	21.68%

Capital Programme Budget Movements and Spend to 31 October 2015/2016

Scheme Name	2015/2016 Budget Breakdown								
	Period 4 Budget	Budget Movements between Schemes	Additional Budgets added to Programme (Section 1 Appendix B)	Grant Amendments	Reduced Budgets	Budgets reprogrammed from 2015/2016 into 2016/2017 (Section 2 Appendix B)	Current Budget Period 7 2015/2016	Spend to 31 October 2015	Spend to 31 October 2015
	£m	£m	£m	£m	£m	£m	£m	£m	%
Inclusive Communities Where Everyone Can Achieve Their Potential									
Sarum Academy Salisbury	0.392						0.392	0.008	1.98%
Basic Need	13.848	0.292	0.382			(3.320)	11.202	3.934	35.12%
Schools Maintenance & Modernisation	10.156	(0.180)	0.194			(4.695)	5.475	2.976	54.35%
Devolved Formula Capital	0.860			(0.053)			0.807	0.465	57.68%
Access and Inclusion	0.279					(0.100)	0.179	0.065	36.08%
New Schools	8.835	(0.040)					8.795	6.265	71.24%
School Expansions & Replacements	0.481						0.481	0.008	1.71%
Early Years & Childcare	0.173						0.173	0.114	65.67%
Other Education Schemes	0.080	(0.022)					0.058	0.000	0.00%
Universal Infant Free School Meals Capital	0.649						0.649	0.440	67.84%
Army Rebasing	0.200	(0.050)					0.150	0.047	31.44%
Total Inclusive Communities Where Everyone Can Achieve Their Potential	35.953	0.000	0.576	(0.053)	0.000	(8.115)	28.361	14.323	50.50%
Healthy, Active and High Quality Lives									
Public Health Schemes	0.451						0.451	0.000	0.00%
Total Healthy, Active and High Quality Lives	0.451	0.000	0.000	0.000	0.000	0.000	0.451	0.000	0.00%
Changing The Way We Do Business									
ICT Schemes	4.558					1.083	5.641	1.079	19.14%
Other Schemes including cross cutting systems	0.452				(0.003)		0.449	0.258	57.57%
Learning Management System	0.069						0.069	0.016	22.72%
Wiltshire Online	8.032		0.003			(0.282)	7.753	2.442	31.49%
Salisbury CCTV	1.000						1.000	0.005	0.50%
Total Changing The Way We Do Business	14.111	0.000	0.003	0.000	(0.003)	0.801	14.912	3.800	25.49%
Total 2015/2016 Programme	173.214	0.000	0.727	0.364	(0.003)	(13.182)	161.120	45.110	28.00%

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME

CCAC Meeting
Financial Year:

15 December 2015

2015/2016

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: Flooding Repair & Renewal
Budget Change: 2015/2016 2016/2017 2017/2018
 147,716
Funding Source: Grant received from DEFRA towards flooding repair and renewal capital schemes

Project Name: Basic Need
Budget Change: 2015/2016 2016/2017 2017/2018
 381,806
Funding Source: Section 106 contributions to Basic Need schemes county wide

Project Name: Schools Maintenance & Modernisation
Budget Change: 2015/2016 2016/2017 2017/2018
 194,274
Funding Source: Section 106 contribution towards modernisation works at Westbury Infants School

Project Name: Wiltshire Online
Budget Change: 2015/2016 2016/2017 2017/2018
 2,579
Funding Source: Receipts received from sales of reconditioned laptops

726,375 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: Carbon Reduction Schemes
Budget Change: 2015/2016 2016/2017 2017/2018
 (500,000) 500,000
Notes: Reprogramming of Schemes to match anticipated expenditure between financial years

Project Name: Integrated Transport
Budget Change: 2015/2016 2016/2017 2017/2018
 (537,000) 537,000
Notes:

Project Name: Bridges
Budget Change: 2015/2016 2016/2017 2017/2018
 (500,000) 500,000
Notes:

Project Name: Waste Services
Budget Change: 2015/2016 2016/2017 2017/2018
 (100,000) 100,000
Notes:

Project Name: HRA - Refurbishment of Council Stock
Budget Change: 2015/2016 2016/2017 2017/2018
 (4,230,377) 4,230,377
Notes:

Project Name: Basic Need
Budget Change: 2015/2016 2016/2017 2017/2018
 (3,320,507) 3,320,507
Notes:

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME
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CCAC Meeting
Financial Year:

15 December 2015

2015/2016

CHIEF FINANCE OFFICER (CFO) - EXERCISE OF DELEGATED POWERS & REQUESTS FOR ADDITIONAL RESOURCES WITHIN THE CAPITAL PROGRAMME

CCAC Meeting
Financial Year:

15 December 2015

2015/2016

Project Name:	Schools Maintenance & Modernisation		
Budget Change:	2015/2016	2016/2017	2017/2018
	(4,695,209)	4,695,209	
Notes:			
Project Name:	Access and Inclusion		
Budget Change:	2015/2016	2016/2017	2017/2018
	(100,000)	100,000	
Notes:			
Project Name:	ICT Schemes		
Budget Change:	2015/2016	2016/2017	2017/2018
	1,083,000	(1,083,000)	
Notes:			
Project Name:	Wiltshire Online		
Budget Change:	2015/2016	2016/2017	2017/2018
	(282,441)	282,441	
Notes:			
	13,182,534	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:

2015/2016	2016/2017	2017/2018
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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: December 2015

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Further Information on Schemes in the Capital Programme and Funding Sources as at Period 7 (31 October 2015)

Working Together to Solve Problems & Participate in Decisions

1. Corsham Campus is complete and fully operational. Salisbury, Tisbury and Woolmore Farm are in the build phase and are planned to open in Autumn 2015, Winter 2015 and Spring 2016 respectively. The other four approved campuses continue to be monitored and appraised of actions to manage within budget. There is a potential need to identify a further £10m within the Capital Programme and options including new receipts are being explored to ensure that the whole programme can be delivered. A further update is expected to resolve this when the 2016-2020 capital programme is presented to Council in February 2016.

High Quality Environment

2. Highway schemes capital expenditure remains low due to delays in invoicing with only partial first quarter spend incurred to date. Schemes are progressing as planned on the ground though with the full Structural Maintenance budget committed for the year and allocations made to the other reporting lines in this report. Budget reprogramming of £0.500 million has taken place for Marlborough Road Bridge and £0.537 million for Integrated Transport Schemes that are due to complete in 2016/2017.
3. The Council House Build Programme and Extra Care schemes commenced in 2015/2016. A revised programme was approved by CCAC on 15th September 2015, increasing the full programme budget to £42.449 million.

Inclusive Communities Where Everyone Can Achieve Their Potential

4. Basic Need schemes ensure every child has a school place in Wiltshire by providing school increased capacity in school accommodation from mobile classrooms to large extension schemes. £0.382 million of extra funding has been made available to agreed schemes through section 106 contributions and £3.320 million of budget has been reprogrammed into 2016/2017; including £1.200 million and £0.550 million respectively for schemes at Castle Mead Primary and Ludgershall Castle Primary to reflect the timing of the projects.
5. Schools Maintenance and Modernisation; spend on planned maintenance schemes has risen by £1.340 million since the Month 4 report to reflect the work completed during the school Summer holidays. The remainder of the planned maintenance budget has been allocated to schemes due to complete this year. £4.695 million of budget has been reprogrammed into 2016/2017 for modernisation schemes delayed and those agreed to start next year.

6. New Schools Programme. Two large schemes account for the majority of spend in this area; a new build for Greentrees Primary in Salisbury due to complete in November 2015 and a re-sited school for Forest and Sandridge Primary in Melksham now open.

Funding of the Capital Programme

7. The capital programme is funded by 3 principal sources; grants & contributions, capital receipts and borrowing.
8. Grants and Contributions fund the largest proportion of the programme, the total received in these areas in 2015/2016 as at 31 October 2015 is £26.349 million combined. In total it is estimated that around £52.501 million of grants will be used to finance the capital programme in 2015/2016.
9. As at the end of October 2015 a net total of £3.945 million of income has been received from Capital Receipts from the proceeds of fixed asset sales. These include general asset disposals such as the sale of Orchard House plus a further 10 sales under the Council Housing Right to Buy (RTB) scheme. The target in the capital programme is £11.819 million. This will be monitored closely during the year.
10. Borrowing makes up the final element of financing the capital programme, and before any major reprogramming is factored in during later periods, a total of around £58.306 million is currently required to be borrowed to fund the budget. It is however envisaged that this will drop considerably over the coming months as the capital programme is reviewed.

Wiltshire Council

Cabinet

15 December 2015

Subject: Council Tax Base 2016/2017

**Cabinet member: Cllr Dick Tonge – Finance, Performance, Risk,
Procurement and Welfare Reform**

Key Decision: No

Executive Summary

The Council is required to approve its Council Tax Base annually, in accordance with the Local Government Finance Act 1992 and The Local Authorities (Calculation of Council Tax Base (England)) Regulations 2012.

The Council Tax Base 2016/2017 has to be notified to Major (the Office of the Police & Crime Commissioner for Wiltshire & Swindon and Wiltshire Fire and Rescue Service) and Local (Town and Parish Councils) Precepting Authorities by 31 January 2016.

Proposal(s)

For Cabinet to:

- Consider and approve the Council Tax Base 2016/2017.
- Note that the recommended collection rate adjustments are set at 99.75% and 82.50% which reflects current expectations for collection (further details are outlined in the main body of the report).

Reason for Proposal

Before the Council Tax can be set by the Council in February 2016 a calculation has to be made and approved of the Council Tax Base, which is an annual requirement as laid out in the Local Government Finance Act 1992.

Michael Hudson
Associate Director Finance

Subject: Council Tax Base 2016/2017

**Cabinet member: Cllr Dick Tonge – Finance, Performance, Risk,
Procurement and Welfare Reform**

Key Decision: No

Purpose of Report

1. To ensure that the Council Tax Base for 2016/2017 is approved by Cabinet.

Relevance to the Council's Business Plan

2. There is a statutory requirement for the Council Tax Base to be set. The Tax Base is used to calculate the Council Tax Requirement included in the Financial Plan which supports the Council's Business Plan.

Main Considerations for the Council

3. The calculation of the Council Tax Base for the year 2016/2017 has to be approved.
4. The Chief Finance Officer is given delegated authority to determine the estimated Collection Fund balances (council tax and business rates) as at 31 March 2016 by 15 January 2016.

Background

5. The Council Tax Base is the taxable capacity of an area (e.g. Wiltshire) or part of an area (e.g. a Parish/Town Council).
6. The County of Wiltshire is split into 2 primary taxable areas: the Wiltshire Area and the Swindon Area. Wiltshire Council is responsible for setting the Council Tax Base for the Wiltshire Area whilst Swindon Borough Council is responsible for setting the Council Tax Base for the Swindon Area.
7. The Council Tax Base 2016/2017 has to be notified to Major (the Office of the Police & Crime Commissioner for Wiltshire & Swindon and Wiltshire Fire and Rescue Service) and Local (Town and Parish Councils) Precepting Authorities by 31 January 2016.

Council Tax Base Calculation

8. This is a two stage process:

Completion of CTB1 Form to Central Government

9. The starting point for the calculation is the list of properties and their tax band as at 14 September 2015 which has been supplied to the Council by the external Valuation Office, which is an executive agency of HM Revenue & Customs (HMRC).
10. The list is broken down into Town and Parish order and then adjusted to allow for various discounts, reductions and exemptions, for each band, which it holds on 5 October 2015. These include:
- Properties which will be entirely exempt so no tax is payable e.g. those occupied entirely by students.
 - Properties which will attract a 25% reduction e.g. those with a single adult occupier.
 - Properties which will attract a 50% reduction e.g. those where all of the adult residents qualify for a reduction (certain Care Homes for example).
 - Properties which will be treated as being in a lower band because they have been adapted for a severely disabled person.
 - Properties which will be on the valuation list but which attract discounts or disablement relief or are exempt, for only part of the year.
 - Properties which are in receipt of local council tax support
11. This results in an estimate of the number of full year equivalents within each band.
12. Each band is then converted into "band D equivalents" by applying the factor laid down by legislation.

Band	A	B	C	D	E	F	G	H
Ratio	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9

(For example, a band A property is multiplied by 6 and divided by 9 to arrive at the "band D equivalent" figure, whilst a band H property is multiplied by 18 and divided by 9 (equal to multiplying by 2). All these are then added together to give a total of "band D equivalents").

13. The total is then adjusted in respect of class O exempt dwellings. This refers to an adjustment to add in a consolidated figure for the MOD estate.
14. This final figure provides a tax base that is submitted to Central Government by 16 October 2015. The form was previously used in calculating Revenue Support Grant allocations but this is no longer the case.

Adjusting CTB1 Tax Base to set Council Tax Base 2016/2017

15. Additions are made to the tax base for estimates of newly built and occupied properties in 2016/2017 and the remaining part of 2015/2016.
16. The Council is then required to decide what its collection rate is likely to be and multiply its relevant tax base by this percentage to give its Council Tax Base. In 2015/2016 the Council set its collection rate at 99.50% with an adjusted collection rate of 80% where local council tax support reductions (discounts) in respect of working age claimants was applied. For 2016/2017 this report recommends that it is prudent to adjust both collection rates to 99.75% and 82.50% respectively as this reflects current expectations for collection.
17. The following table summarises the calculation:

	Wiltshire Council Taxbase (Number of band D Equivalent Properties)
Approved Council Tax Base 2015/2016	170,842.49
Council Tax Base 2016/2017:	
Council Tax Base per CTB1 Form (as at 16 October 2015)	174,965.10
Adjustment for New Builds	2,226.50
Adjustments for Flex Empty	1,717.89
Adjustment for Collection Rate	(2,129.26)
Council Tax Base 2016/2017	176,780.23

18. To calculate the Band D Council Tax for Wiltshire Council, the Council Tax Base is divided into the Council's Council Tax Requirement. The Council Tax Requirement is formally set at the budget setting meeting of Full Council on 23 February 2016. This date is subject to Wiltshire Council being notified of the major precepting requirements.
19. An estimate of the surplus or deficit on the Council Tax Collection Fund has to be made, by law, on or before 15 January 2016. Council Tax surplus or deficits will be credited or charged to Wiltshire Council, the Office of the Police & Crime Commissioner for Wiltshire & Swindon and Wiltshire Fire and Rescue Service in proportion to their precepts, and will be taken into account in setting the 2016/2017 Revenue Budget and Council Tax levels.
20. The Council Tax Base 2016/2017 for the whole of the Wiltshire Area broken down for each Town and Parish is set out in Appendix A. The Council Tax

Base for the Wiltshire Area for 2016/2017 is 176,780.23 band D equivalent properties (170,842.49 in 2015/2016).

Overview & Scrutiny Engagement

21. Not required. The overall financial plan will be reviewed by Overview & Scrutiny.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal (detailing conclusions identified from Equality Analysis, sections 4 and 5)

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

Environmental and Climate Change Considerations

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

Risk Assessment

27. There is a low risk that the Council has overestimated the number of band D properties. However assumptions on new builds and their occupation are prudent and controls are in place to ensure large variations are investigated.
28. There is a low risk that the actual collection rate of Council Tax due is less than the anticipated level because of the current economic conditions. This risk has been assessed within this report has been reflected in the light of previous experience.

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

29. The setting of the Council Tax Base is not optional, it is a legal requirement.

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

30. None identified.

Financial Implications

31. The financial implications are outlined in the report.
32. The Council Tax Base is used to calculate the level of Council Tax for the financial year 2016/2017.

Legal Implications

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

Options Considered

34. The setting of the Council Tax Base is not optional, it is a legal requirement.

Conclusions

35. Having taken all of the above into account, the Council Tax Base for 2016/2017 be approved and set as 176,780.23 band D equivalent properties.

Proposal

36. For Cabinet to:
 - Consider and approve the Council Tax Base 2016/2017.
 - Note that the recommended collection rate adjustments are set at 99.75% and 82.50% which reflects current expectations for collection (further details are outlined in the main body of the report).

Reason for Proposal

37. Before the Council Tax can be set by the Council in February 2016 a calculation has to be made and approved of the Council Tax Base, which is an annual requirement as laid out in the Local Government Finance Act 1992.

Michael Hudson
Associate Director Finance

Report Author:

Stuart Donnelly, Accountancy Services Manager

Email: stuart.donnelly@wiltshire.gov.uk

Tel: 01225 718582

5 November 2015

Background Papers

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

None

Appendices

Appendix A – Council Tax Base for Wiltshire Council 2016/2017

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Wiltshire Council Tax Base 2016/2017

Parish / Town	2016/2017 Band D Tax Base	Parish / Town	2016/2017 Band D Tax Base
Aldbourn Parish Council	792.60	Chirton Parish Council	179.12
Aldbourn Parish Council	942.95	Chitterne Parish Council	132.75
All Cannings Parish Council	264.49	Cholderton Parish Council	89.15
Allington Parish Council	196.43	Christian Malford Parish Council	358.20
Alton Parish Council	113.81	Chute Forest Parish Council	89.42
Alvediston Parish Meeting	50.70	Chute Parish Council	166.78
Amesbury Town Council	3,762.23	Clarendon Park Parish Council	111.61
Ansty Parish Council	75.54	Clyffe Pypard Parish Council	149.40
Ashton Keynes Parish Council	673.44	Codford Parish Council	346.82
Atworth Parish Council	490.22	Coleme Parish Council	943.90
Avebury Parish Council	224.94	Collingbourne Ducis Parish Council	373.94
Barford St Martin Parish Council	197.87	Collingbourne Kingston Parish Council	216.85
Baydon Parish Council	291.89	Compton Bassett Parish Council	108.41
Beechingstoke Parish Council	65.06	Compton Chamberlayne Parish Council	61.02
Berwick Bassett & W/Bourne Monkton Parish Council	90.57	Coombe Bissett Parish Council	359.11
Berwick St James Parish Council	79.60	Corsham Town Council	4,558.99
Berwick St John Parish Council	131.86	Corsley Parish Council	341.90
Berwick St Leonard Parish Council	15.52	Coulston Parish Council	81.73
Biddestone Parish Council	254.50	Cricklade Town Council	1,521.69
Bishops Cannings Parish Council	805.51	Crudwell Parish Council	506.82
Bishopstone Parish Council	273.58	Dauntsey Parish Council	257.93
Bishopstrow Parish Council	64.66	Devizes Town Council	3,890.29
Bowerchalke Parish Council	175.60	Dilton Marsh Parish Council	689.94
Box Parish Council	1,503.49	Dinton Parish Council	300.00
Boyton Parish Council	88.60	Donhead St Andrew Parish Council	249.69
Bradford On Avon Town Council	3,855.80	Donhead St Mary Parish Council	469.01
Bratton Parish Council	504.77	Downton Parish Council	1,298.55
Braydon Parish Council	30.46	Durnford Parish Council	181.12
Bremhill Parish Council	469.28	Durrington Town Council	2,148.02
Brinkworth Parish Council	608.77	East Kennett Parish Council	50.38
Britford Parish Council	192.03	East Knoyle Parish Council	344.92
Broad Hinton & W/Bourne Bassett Parish Council	387.27	Easterton Parish Council	245.62
Broad Town Parish Council	266.04	Easton Grey Parish Council	44.11
Broadchalke Parish Council	317.78	Easton Royal Parish Council	140.79
Brokenborough Parish Council	101.12	Ebbesbourne Wake Parish Council	98.56
Bromham Parish Council	758.99	Edington Parish Council	326.80
Broughton Gifford Parish Council	338.98	Enford Parish Council	254.18
Bulford Parish Council	1,190.29	Erlestoke Parish Council	90.88
Bulkington Parish Council	120.96	Etchilhampton Parish Council	69.11
Burbage Parish Council	774.35	Everleigh Parish Council	89.97
Burcombe Parish Council	62.83	Figheledean Parish Council	225.65
Buttermere Parish Council	31.37	Firsdow Parish Council	276.84
Calne Town Council	5,509.96	Fittleton Parish Council	100.73
Calne Without Parish Council	1,181.20	Fonthill Bishop Parish Council	43.27
Castle Combe Parish Council	170.38	Fonthill Gifford Parish Council	53.31
Chapmanslade Parish Council	312.06	Fovant Parish Council	326.30
Charlton Parish Council	240.16	Froxfield Parish Council	144.44
Charlton St Peter & Wilsford Parish Council	84.22	Fyfield & West Overton Parish Council	390.86
Cherhill Parish Council	349.32	Grafton Parish Council	334.68
Cheverell Magna (Great Cheverell) Parish Council	249.55	Great Bedwyn Parish Council	554.09
Chicklade Parish Council	38.61	Great Hinton Parish Council	101.77
Chilmark Parish Council	240.21	Great Somerford Parish Council	373.29
Chilton Foliat Parish Council	192.39	Great Wishford Parish Council	137.47
Chippenham Town Council	11,783.15	Grimstead Parish Council	278.31
Chippenham Without Parish Council	84.09	Grittleton Parish Council	274.41

Wiltshire Council Tax Base 2016/2017

Parish / Town	2016/2017 Band D Tax Base	Parish / Town	2016/2017 Band D Tax Base
Parish / Town	2016/2017 Band D Tax Base	Parish / Town	2016/2017 Band D Tax Base
Ham Parish Council	109.79	North Wraxall Parish Council	213.10
Hankerton Parish Council	152.97	Norton & Foxley Parish Meeting	63.45
Heddington Parish Council	197.05	Norton Bavant Parish Council	58.22
Heytesbury & Knook Parish Council	341.06	Oaksey Parish Council	227.60
Heywood Parish Council	296.33	Odstock Parish Council	250.35
Hilmarton Parish Council	309.84	Ogbourne St Andrew Parish Council	190.74
Hilperton Parish Council	1,850.31	Ogbourne St George Parish Council	229.33
Hindon Parish Council	226.25	Orcheston Parish Council	103.49
Holt Parish Council	674.81	Patney Parish Council	63.42
Horningsham Parish Council	160.19	Pewsey Parish Council	1,502.69
Hullavington Parish Council	494.75	Pitton & Farley Parish Council	367.17
Idmiston Parish Council	910.08	Potterne Parish Council	577.95
Keevil Parish Council	225.11	Poulshot Parish Council	151.68
Kilmington Parish Council	134.56	Preshute Parish Council	85.36
Kington Langley Parish Council	359.33	Purton Parish Council	1,964.84
Kington St Michael Parish Council	310.66	Quidhampton Parish Council	150.36
Lacock Parish Council	492.00	Ramsbury Parish Council	924.16
Landford Parish Council	582.15	Redlynch Parish Council	1,552.30
Langley Burrell Parish Council	191.82	Roundway Parish Council	2,003.33
Latton Parish Council	239.08	Rowde Parish Council	490.48
Laverstock & Ford Parish Council	2,971.41	Royal Wootton Bassett Town Council	4,422.68
Lea & Cleverton Parish Council	405.36	Rushall Parish Council	74.08
Leigh Parish Council	142.25	Salisbury City Council	14,254.89
Limpley Stoke Parish Council	299.24	Savernake Parish Council	136.92
Little Bedwyn Parish Council	134.33	Seagry Parish Council	161.98
Little Cheverell Parish Council	80.57	Sedgehill & Semley Parish Council	286.42
Little Somerford Parish Council	178.75	Seend Parish Council	519.59
Longbridge Deverill Parish Council	388.40	Semington Parish Council	377.39
Luckington Parish Council	299.17	Shalbourne Parish Council	325.51
Ludgershall Town Council	1,354.18	Sherrington Parish Council	34.55
Lydiard Millicent Parish Council	754.95	Sherston Parish Council	709.63
Lydiard Tregoze Parish Council	210.04	Shrewton Parish Council	736.42
Lyneham & Bradenstoke Parish Council	1,477.49	Sopworth Parish Council	64.99
Maiden Bradley Parish Council	131.53	South Newton Parish Council	229.39
Malmesbury Town Council	1,961.86	South Wraxall Parish Council	226.30
Manningford Parish Council	191.91	Southwick Parish Council	740.60
Marden Parish Council	54.94	St Paul Without	983.41
Market Lavington Parish Council	741.47	Stanton St Bernard Parish Council	83.63
Marlborough Town Council	3,252.83	Stanton St Quintin Parish Council	260.19
Marston Meysey Parish Council	113.32	Stapleford Parish Council	140.85
Marston Parish Council	75.84	Staverton Parish Council	671.08
Melksham Town Council	4,543.35	Steeple Ashton Parish Council	439.73
Melksham Without Parish Council	3,205.60	Steeple Langford Parish Council	241.73
Mere Parish Council	1,138.63	Stert Parish Council	92.76
Mildenhall Parish Council	216.86	Stockton Parish Council	80.51
Milston Parish Council	52.84	Stourton Parish Council	100.07
Milton Lilbourne Parish Council	270.77	Stratford Tony Parish Council	29.31
Minety Parish Council	694.11	Sutton Benger Parish Council	496.41
Monkton Farleigh Parish Council	173.88	Sutton Mandeville Parish Council	137.35
Netheravon Parish Council	380.37	Sutton Veny Parish Council	313.62
Netherhampton Parish Council	195.30	Swallowcliffe Parish Council	102.51
Nettleton Parish Council	343.30	Teffont Parish Council	142.52
Newton Toney Parish Council	169.84	Tidcombe & Fosbury Parish Council	56.00

Wiltshire Council Tax Base 2016/2017

Parish / Town	2016/2017 Band D Tax Base	Parish / Town	2016/2017 Band D Tax Base
North Bradley Parish Council	688.04	Tidworth Town Council	2,171.87
North Newton Parish Council	194.47	Tilshead Parish Council	134.79

Wiltshire Council Tax Base 2016/2017

Parish / Town	2016/2017 Band D Tax Base	Parish / Town	2016/2017 Band D Tax Base
Parish / Town	2016/2017 Band D Tax Base	Parish / Town	2016/2017 Band D Tax Base
Tisbury Parish Council	941.85	Whiteparish Parish Council	706.46
Tockenham Parish Council	113.41	Wilcot & Huish Parish Council	269.22
Tollard Royal Parish Council	61.94	Wilsford-cum-Lake Parish Council	62.28
Trowbridge Town Council	10,671.89	Wilton Town Council	1,364.07
Upavon Parish Council	464.96	Wingfield Parish Council	188.43
Upper Deverills Parish Council	169.47	Winsley Parish Council	917.45
Upton Lovell Parish Council	90.34	Winterbourne Parish Council	564.88
Upton Scudamore Parish Council	137.05	Winterbourne Stoke Parish Council	85.34
Urchfont Parish Council	505.47	Winterslow Parish Council	898.08
Warminster Town Council	5,934.66	Woodborough Parish Council	141.44
West Ashton Parish Council	309.72	Woodford Parish Council	235.02
West Dean Parish Council	107.45	Wootton Rivers Parish Council	128.11
West Knoyle Parish Council	65.34	Worton Parish Council	266.24
West Lavington Parish Council	456.02	Wylve Parish Council	213.44
West Tisbury Parish Council	273.59	Yatton Keynell Parish Council	367.33
Westbury Town Council	4,796.05	Zeals Parish Council	271.84
Westwood Parish Council	481.40	Total Tax Base	176,780.23

Wiltshire Council

Cabinet

15 December 2015

Subject: A350 - A3102 Melksham Roundabout Improvement

Cabinet Member: Councillor Philip Whitehead – Highways and Transport

Key Decision: No

Executive Summary

The A350 is the main north-south route on the western side of the county and is an important transport link for the west Wiltshire towns and the local economy. Journey time reliability is important, especially for freight movements and to attract and retain employers and businesses in the area.

The proposed scheme consists of capacity and safety improvements at the A350/A3102 Melksham Farmers Roundabout.

The purpose of this report is to approve the invitation of tenders and delegate authority to enter into a contract for the implementation of the improvement scheme at the roundabout.

Proposals

It is recommended to:

- (i) Invite tenders from the select list of contractors identified.
- (ii) Delegate authority to Cllr Philip Whitehead, Cabinet Member for Highways and Transport, and Parvis Khansari, Associate Director for Highways and Transport, to approve the award of the contract on receipt of suitable tenders.

Reason for Proposals

Inviting tenders and delegating authority for award of the contract will enable timely decisions to be made with regard to entering into a contract and proceeding with the improvement scheme on the A350/A3102 Farmers Roundabout at Melksham.

Dr Carlton Brand, Corporate Director

Wiltshire Council

Cabinet

15 December 2015

Subject: **A350 - A3102 Melksham Roundabout Improvement**

Cabinet Member: **Councillor Philip Whitehead – Highways and Transport**

Key Decision: **No**

Purpose of Report

1. To invite tenders for the improvement scheme at A350 - A3102 Melksham Roundabout, known locally as 'Farmers Roundabout', and give delegated authority to the Associate Director and Cabinet Member for entering into a contract.

Relevance to the Council's Business Plan

2. The Council's Highways and Streetscene Contract helps meet the priorities of the Council's Business Plan, including:
 - Outcome 2 – People in Wiltshire work together to solve problems locally and participate in decisions that affect them
 - Outcome 6 – People are as protected from harm as possible and feel safe

Main Considerations for the Council

3. The A350 corridor links five towns in the west of our SWLEP area, including the principal settlements of Chippenham and Trowbridge. The corridor is made up of the A350 national primary route between the M4 and A303 (and on to Poole), and the Trans Wilts rail line between Warminster and Chippenham (and on to Swindon in the north and Salisbury in the south). The Corridor also has important links with the West of England Partnership area.
4. A number of sections of the A350 primary route carry the highest volume of traffic and HGV movements on the county's non-trunk road primary routes. There are a number of pinch points on the route; however, with the significant planned development growth along the Corridor will increasingly have a detrimental impact on journey time reliability. The strategic role of the route is also undermined by its susceptibility to incidents and events such as accidents and flooding. A number of pinch points are being addressed, particularly around Chippenham but further selective improvements around Melksham and Westbury, and a whole corridor approach to traffic management and maintenance is needed if the A350 is to support the economic and development growth of the Corridor.

5. The proposed scheme consists of capacity and safety improvements at the A350 Melksham Farmers Roundabout, specifically in the direction of Bath and Chippenham. At peak periods the roundabout, which is near the junction of the A350 with the A365, experiences particularly high volumes of traffic, and consequent queues and delays.
6. In line with the above the scheme involves alterations to the roundabout, and the introduction of traffic signals to improve safety increase capacity. As part of the scheme, the traffic lanes at the entries to the roundabout and the circulatory carriageway will be altered. At the A350/A365 junction, the junction will be improved to gain an additional lane for traffic, which will allow two dedicated lanes towards Chippenham.
7. The objectives of the scheme are to:
 - Improve connectivity between Melksham, the west Wiltshire towns and the A36/M4;
 - Reduce queue lengths and delays, improving journey time reliability on the A350 at Melksham;
 - Facilitate housing and employment growth along the A350 corridor and encourage inward investment by addressing known and forecast congestion pinch-points; and
 - Protect the strategic role of the A350, minimising the potential for traffic reassignment away from the corridor.

Overview and Scrutiny Engagement

8. None.

Safeguarding Implications

9. None.

Public Health Implications

10. The condition and operation of roads and related infrastructure can have serious safety implications. The scheme will improve safety at this busy junction by improving control of traffic movements and reducing the potential for collisions.

Corporate Procurement Implications

11. The proposed scheme falls outside current contractual arrangements for highway improvement schemes and so will be required to proceed as a standalone tender.
12. As the proposed works are under EU thresholds, competitive tenders will be sought by inviting tenders from the select list used for the A350 Chippenham Bumpers Farm Junction Improvements scheme, which is currently under construction. A two stage tender was undertaken to identify a select list of seven

contractors. It is considered that this would also be a suitable list for tendering for this scheme, which is very similar in content.

Equalities Impact of the Proposal

13. Potential tenderers' equal opportunities and diversity policies were a factor taken into account at the stage of drawing up the tender list. The tenderers were made aware of the Council's Behaviour Framework and were required to conform to it.
14. Impacts of the changes have been considered at design stage.

Environmental and Climate Change Considerations

15. The scheme will provide benefits in improved traffic flows, reduced delays and potentially reduced emissions.
16. Potential tenderers' were asked at Pre-Qualification Stage to confirm that they have an environmental policy, and to supply the relevant documentation.

Risk Assessment

17. There are significant risks associated with working on the highway, especially in terms of health and safety, and in financial and reputational risks to the Council. The careful planning and implementation of the scheme is necessary in order to manage and reduce these risks. The appointment of a suitable contractor is an important step in managing these risks.

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

18. Traffic congestion around the Melksham roundabout will worsen if this work is not undertaken in the foreseeable future. If the work is not procured in the way suggested then it will have to be undertaken by a two stage tender which will take additional time.
19. There is a risk that if work does not proceed the traffic delays will become worse, and businesses will not locate to the region because of transportation issues.

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

20. There is a risk that the bids will be higher than anticipated. However, the recent tenders submitted for the A350 Bumpers Farm Improvement scheme have given an indication of current prices, and have offered value for money. In the event of high prices being received, additional funding would have to be considered from existing budgets, the works modified or work postponed. This would be reviewed when tenders are returned.

Financial Implications

21. The anticipated cost of the scheme is £993,926 (at current prices). This has been estimated by the Council's highways term consultants and is based upon an outline scheme design and current industry rates.
22. Funding will be allocated from the Integrated Transport capital funding and major highway capital maintenance budget programmes. Both of these budgets have annual grant funding from Department for Transport (with the major highway capital maintenance budget being topped up by borrowing to total £21 million per annum) This has been built into and approved within the 2015/16 and future years capital budgets and so this package of works is not requesting additional capital budget above and beyond what is currently built into the base programme.

Legal Implications

23. None.

Options Considered

24. Delegate authority to Associate Director and Cabinet Member to allow procurement and letting of contract to allow construction to proceed.

Conclusions

25. The preferred option is for Cabinet to delegate authority to Associate Director and Cabinet Member to allow procurement and letting of contract to allow construction to proceed.

Parvis Khansari
Associate Director of Highways and Transport

Report Author:
Helen Powdrill
Structures & Highway Improvements Manager
October 2015

Background Papers

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

None

Appendices

None

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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