

AGENDA

Meeting: **Cabinet**
Place: **Council Chamber - County Hall, Bythesea Road, Trowbridge, BA14 8JN**
Date: **Tuesday 19 November 2019**
Time: **9.30 am**

Please direct any enquiries on this Agenda to Stuart Figini, of Democratic Services, County Hall, Trowbridge, direct line 01225 718221 or email stuart.figini@wiltshire.gov.uk

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

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

Membership:

Cllr Philip Whitehead	Leader of the Council and Cabinet Member for Economic Development
Cllr Richard Clewer	Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts, Tourism, Housing, Climate Change and Military-Civilian Integration
Cllr Allison Bucknell	Cabinet Member for Communications, Communities, Leisure and Libraries
Cllr Ian Blair-Pilling	Cabinet Member for IT, Digitalisation and Operational Assets
Cllr Pauline Church	Cabinet Member for Children, Education and Skills
Cllr Simon Jacobs	Cabinet Member for Finance and Procurement
Cllr Laura Mayes	Cabinet Member for Adult Social Care, Public Health and Public Protection
Cllr Toby Sturgis	Cabinet Member for Spatial Planning, Development Management and Investment
Cllr Bridget Wayman	Cabinet Member for Highways, Transport and Waste

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Public Participation


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

The full constitution can be found at [this link](#). Cabinet Procedure rules are found at Part 7.

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

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 7 - 36*)

To confirm and sign the minutes of the Cabinet meeting held on 8 October 2019, 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** (*Pages 37 - 46*)

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 Stuart Figini of Democratic Services stuart.figini@wiltshire.gov.uk 01225 718221 by 12.00 noon on 13 November 2019. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Proposals for special schools in the north of Wiltshire** (*Pages 47 - 408*)

 Report by Executive Director Terence Herbert.

7 **Treasury Management Mid year** (*Pages 409 - 424*)

Report by Executive Director Alistair Cunningham OBE.

8 **Budget Monitoring, Performance & Risk Management 2019/20 Q2** (*Pages 425 - 480*)

Report by Executive Directors Dr Carlton Brand, Alistair Cunningham OBE and Terence Herbert.

9 **Accommodation and Support for Care Leavers** (*Pages 481 - 504*)

 Report by Executive Director Terence Herbert.

10 **Intermediate Care Bed Service** (*Pages 505 - 514*)

 Report by Executive Director Dr Carlton Brand.

11 **Proposals to amend the Council Tax Reduction Scheme (Post Consultation) 2020** (*Pages 515 - 542*)

 Report by Executive Director Alistair Cunningham OBE.

12 **Household Waste Management Strategy** (*Pages 543 - 608*)

 Report by Executive Director Alistair Cunningham OBE.

13 **Disposal Programme** (*Pages 609 - 618*)

 Report by Executive Director Alistair Cunningham OBE.

14 **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

15 **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 4 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

16 Proposed Change to the Senior Leadership Structure

Report by the Leader of the Council.

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CABINET

MINUTES OF THE CABINET MEETING HELD ON 8 OCTOBER 2019 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Philip Whitehead (Chairman), Cllr Richard Clewer (Vice-Chairman), Cllr Allison Bucknell, Cllr Ian Blair-Pilling, Cllr Pauline Church, Cllr Simon Jacobs, Cllr Laura Mayes and Cllr Toby Sturgis

Also Present:

Cllr Alan Hill, Cllr Atiqul Hoque, Cllr Brian Mathew, Cllr Nick Murry, Cllr John Smale, Cllr Ian Thorn, Cllr Christine Crisp, Cllr Andrew Bryant, Cllr Clare Cape, Cllr Carole King, Cllr Gordon King, Cllr Jon Hubbard, Cllr Graham Wright, Cllr Robert Yuill, Cllr Jonathon Seed, Cllr Steve Oldrieve, Cllr Gavin Grant, Cllr Johnny Kidney and Cllr Jerry Kunkler

128 **Apologies**

Apologies for absence were received from Cllr Wayman.

129 **Minutes of the previous meeting**

Cllr Thorn raised a question on whether verbal questions and responses were included in the minutes of the cabinet meeting, it was confirmed that where verbal responses were provided, this would be recorded in the minutes, otherwise written responses were provided after the meeting.

The minutes of the meeting held on 17 September 2019 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 17 September 2019.

130 **Declarations of Interest**

There were no declarations of interest.

131 **Leader's announcements**

The Leader welcome Cllr Simon Jacobs as the Cabinet Member for Finance and Procurement and Cllr Peter Hutton as Portfolio Holder for Children's Safeguarding.

The Leader thanked officers and members for supporting the Great Bustard Ride, which raised over £3,000 for Prostate Cancer research in memory of Cllr Jerry Wickham.

132 **Public participation and Questions from Councillors**

Cllr Jon Hubbard made a statement on behalf of Melksham Town Council, relating to the revised Local Plan. The Town Council expressed disappointment in the response the Neighbourhood Plan Steering Group had received from the council and highlighted that the council should work jointly with Melksham Town Council and Melksham Without Parish Council to support strategic decision making.

Alistair Cunningham, Executive Director, explained there were a number of options for each housing area, and that once the options were determined, the council will engage with communities about how to deliver this. It was confirmed there was no one agreed plan as yet.

133 **Wiltshire Air Quality Strategy**

Cllr Laura Mayes, Cabinet Member for Adult Social Care, Public Health and Public Protection introduced the proposed Air Quality Strategy. It was explained the strategy was key to a healthy county and the implementation of the action plan by the Council and the community was central to success.

Cllr Ben Anderson, Portfolio Holder for Public Protection, highlighted air quality was good in Wiltshire, however there were eight areas in the county which were Air Quality Management Areas.

Cllr Smale, Chair of the Environment Select Committee, updated Scrutiny had considered the Strategy and made a number of recommendations, including requesting the measurement of small particulates for air quality.

John Carter, Head of Public Protection, confirmed technology could measure 2.5 particulates, however they could not be measured separately, and further equipment may be required if this was to be rolled out over the county.

Cllr Thorn expressed concern there was a lack of specifics in the report about targets to be achieved by the end of the Strategy, and how progress could be measured. The point was also made that air quality priorities could conflict with other priorities such as development. The councillor also advised investment was needed to support the local air quality groups. In response, Cllr Ben Anderson identified there was an action plan for each area and that monitoring reports would be made and reported to DEFRA. It was confirmed the council had a working relationship with transport groups to support air quality.

All Wiltshire councillors were invited to speak; it was commented that HGV and industrial pollution were key contributors to poor air quality and the government had responsibilities for monitoring industrial pollution. It was considered that planning road networks ahead would reduce HGV pollution. Following questions, it was noted that tree planting was supported in the Strategy and local councillors were encouraged to help support this in their areas. The point was made that to tackle air quality investment was needed to understand in detail the problems in each area.

It was confirmed the council's intention was to forward-plan developments to include walking and cycling routes. A query was raised on paragraph 7 of the report which implied there were no pollution particulate problems in Calne and it was agreed the Cabinet member would review this prior to presenting the report to Full Council. An explanation was provided of air quality measurements, including that where high levels were recorded, further measurement, using advanced technology was undertaken there. Cllr Ben Anderson confirmed he would work with Westbury Area Board to support established work to improve air quality in the town.

Resolved:

To note the draft Strategy and refer it to Council for final approval, subject to appropriate amendments to paragraph 7.

Reason for decision:

The Environment Act 1995 Part IV places a duty on Wiltshire Council to monitor and achieve the Air Quality Objectives contained in the National Air Quality Strategy and regulations. The strategy contributes to discharging this duty and improving air quality in Wiltshire.

To refresh the original Wiltshire strategy on how the council will work with other parties to improve air quality.

134 **Chippenham Housing Infrastructure Fund Bid**

The Leader invited questions and statements from the public on the Chippenham Housing Infrastructure Bid submitted by the Council, to which a decision from government was expected in late 2019. The Bid was designed to prepare the ground to enable necessary growth in Chippenham, and was an opportunity to forward-plan development in Chippenham.

Mr Peter Cousins asked questions as set out in the agenda supplement. Verbal responses were provided and are attached to these minutes.

The Leader indicated questions had been received from Mr Chris Caswill, and that he would be provided with a written response. In response to questions, the Leader agreed to refer the matter of whether these responses would be published to the Constitution Focus Group.

Ms Anne Henshaw asked questions as set out in the agenda supplement. Verbal responses were provided and are attached to these minutes.

Supplementary questions were asked about whether old and new developments in Wiltshire would integrate; the Leader confirmed that forward planning would ensure walking and cycling routes link developments and deter the use of cars. In response to another question it was confirmed future plans on the Chippenham Housing Infrastructure Fund would go through the Full Council or Scrutiny as appropriate, however as the HIF bid had only recently been submitted to government and was not yet approved, involvement from these bodies was not provided at this stage. An update would be provided in due course.

The Leader invited questions from Adrian Temple-Brown who asked how to educate councillors and the public about the climate emergency and consider this alongside planned development. The Leader advised there was a requirement on the council to build 45,000 homes, however it would consistently apply the climate emergency message and plan house building that decreased the impact on the environment.

Cllr Thorn supported the idea of forward-planning development however suggested a report on the wider implications for Chippenham would have been useful. It was also commented that communications about the benefits of the HIF funding could have been clearer. In response, the Leader advised that more information would be provided if the bid was successful. It was also confirmed it was likely that Wiltshire Council would likely be the roadbuilder.

The Leader invited all councillors to speak. In response to questions he confirmed consultation with parishes would take place in the future. The Leader also advised the road infrastructure was not intended to be a fully dualled road that would draw increased traffic in. Questions were raised over the support that was available for increased housing in the Melksham area and it was commented that the council could not bid for funding to support the A350, but there were plans to relieve the impact of traffic in Melksham, and also similar problems in Westbury. It was agreed that walking and cycle routes should be factored into new development in the county.

Resolved:

To note the application for the Housing Infrastructure Fund has been made and if successful:

- a) accepting the grant will require negotiation as to its terms and conditions**
- b) the commitment required will be in the very long term**
- c) a great deal of work will need to be done with many different stakeholders to make delivery possible**

d) a programme of engagement and communications with all parties will be necessary to ensure all views are heard and represented

Reason for decision:

Although the HIF bid is not due to announce its result until the end of 2019 it is important that the Council begins to consider how best to prepare the ground for delivery, in anticipation that its application may be successful.

The views of many different stakeholders in and around Chippenham need to be accounted for as soon as possible, and a great deal of early preparatory work needs to be done now for the Council to be able to accept the grant, and deliver successfully within the timescales indicated.

135 **Homeless Strategy**

Cllr Richard Clewer introduced a Homeless Strategy, proposed to support the Homeless Reduction Act 2019, which placed new duties on the council. The Strategy was to focus on prevention and assisting households to find affordable and sustainable housing solutions. The Cabinet Member expressed his thanks to the Scrutiny Task Group for their input into the development of Strategy, and highlighted that all scrutiny recommendations had been accepted. The 5 priorities of the strategy, as set out in the report, were presented.

Cllr John Smale, Chair of the Environment Select Committee, updated the committee was happy to endorse the recommendations of the Task Group, and noted rough sleeping had reduced in Wiltshire. The Task Group also commented on the passion and dedication of officers supporting homeless reduction.

Cllr Ian Thorn, questioned whether former military personnel were considered in the Equalities Impact Assessment (EIA), and it was confirmed this was the case.

All Wiltshire Councillors were invited to speak, Cllr King spoke highly of the work of the Task Group and the reassurances he had received that officers were committed to prevention. In response to a question about the RAG status of the action plan, it was confirmed that work would be started on actions, once the Strategy had been approved. It was also established that overall homelessness was reducing, and was a wider issue than rough sleeping, and the council was working closely with the military to reduce homelessness within this group.

Resolved:

To recommend to Full Council the approval of the Homeless Strategy 2019-24 and implementation of the Homeless Strategy Action Plan.

Reason for decision:

It is a legal requirement imposed upon all local authorities by the Homelessness Act 2002 that a homeless strategy is produced. It also encourages the continued partnership working with other statutory bodies and voluntary sectors whose work helps prevent homelessness or meet the needs of people who have experienced homelessness.

136 **Community Funding Review**

Cllr Philip Whitehead, Leader of the Council presented a report to support community areas that had not benefitted from capital investment through the community campus and hub programme. The report recommended capital funding be set aside to support the develop of appropriate facility projects identified by these community areas.

The Leader invited Scrutiny to monitor the process undertaken and identify if social benefits were supported and whether the scheme delivered good value in this respect. An example of work already undertaken in Westbury was provided.

Cllr Wright, Chairman of the Overview and Scrutiny Management Committee, welcomed the suggestion of Scrutiny input and indicated this would be supported in the most appropriate way.

Cllr Ian Thorn welcomed the community funding, although noted that expectations could be raised by this report and should be managed. In response to which it was confirmed that £500,000 was available and so would support small projects only.

The Leader invited all Wiltshire councillors to speak, during the discussion it was acknowledged that larger organisations were best placed to take on management of a building, since this could be an underestimated responsibility for small community organisations which would need support. It was highlighted that the Trowbridge Wellbeing Centre remained outstanding, and that Warminster should be added to the list of areas eligible for community funding.

Resolved:

To

a) Confirm that option three is the preferred option and should be pursued by officers as a means of developing new facility development in the seven identified community areas;

b) Confirm the seven community areas where capital investment should be allocated as Amesbury, Bradford on Avon, Chippenham, Marlborough, Southern Wiltshire, Tidworth, Warminster and Trowbridge.

c) Confirm engagement should take place with the seven identified community areas to identify local opportunities suitable for facility development and to better understand local priorities.

d) Recommend a sum of money available for investment to develop community facilities in the seven community areas.

e) Recommend the CLFF model identified in this report be developed as a model to develop community facilities in the seven identified community areas.

f) Approve a mechanism be developed to engage with the seven community areas similar to that suggested in this report.

g) To prioritise projects which align to the principles of Wiltshire Council's Service Devolution and Asset Transfer policy and which are underpinned by a collaborative approach ensuring multiple community organisations benefits from investment.

h) Delegate authority to the Director of Communities and Neighbourhood Services in consultation with the Director of Finance and Procurement to oversee and implement an engagement mechanism and to allocate funding to any appropriate facility projects identified by community areas as part of this process.

9) Invite Overview and Scrutiny to assist in assessing whether the community funding process is effective in delivering social benefits.

Reasons for decision:

To ensure that community areas that have not benefited from community facility investment have the opportunity to identify potentially develop facility projects, which could improve local provision and support local priorities.

To ensure any future provision within the proposed community areas explores the potential to deliver new community facilities, aligned to the principles of the Service Devolution and Asset Transfer policy passed by Cabinet in November 2017.

To ensure that additional investment within the proposed community areas compliments future priorities identified through the respective leisure facilities and libraries reviews.

137 **Wiltshire Council Carbon Reduction - Corporate Property Energy Efficiency and Generation Programme**

Item 11 on the agenda was taken in advance of Item 10.

The Leader invited questions from the public on a report proposing a new energy efficiency and generation investment for the operational property estate as part of the council response to the Climate Emergency.

Peter Cousins asked questions as detailed in the agenda supplement and verbal responses were provided as attached to these minutes. In response to a supplementary question, it was confirmed that there were further plans for energy generation in the future.

Bill Jarvis read a statement which noted there was a long way to go to hit government targets on carbon emissions and Wiltshire's ambitions. Mr Jarvis expressed concern the development in the county will contribute to the climate problems and encouraged all departments in the council to work together on tackling this issue.

Cllr Richard Clewer, Deputy Leader and Cabinet Member, advised there was a proposal to invest £5.2million initially in the Operational Property Energy Efficiency and Generation Programme. It was intended that a fully-researched Strategy would be available in 2020 on how to deliver a carbon-neutral Wiltshire.

All Wiltshire councillors were invited to speak and it was noted that windpower should be considered for electricity generation and new energy-efficient criteria should be used for new Wiltshire Council buildings.

Cllr Graham Wright, Chairman of the Overview and Scrutiny Management Committee, reassured that all points raised were also being considered by the Task Group.

Resolved:

To recommend to Full Council the addition of £5.2m capital funding to the Councils 2020 to 2023 Capital Programme to deliver the Operational Property Energy Efficiency and Generation Programme as a step towards achieving carbon neutrality for its operational property portfolio.

To note that a full business case for canopy-based solar panels at all viable Park and Ride sites will be presented to Cabinet for subsequent approval and to approve a provisional capital allocation of £3.5m from Councils 2020 to 2023 Capital Programme.

Reason for decision:

To deliver capital investment in the council's operational property which delivers carbon savings, cost reduction and delivers progress towards carbon neutrality for the council's Operational Asset Portfolio.

To develop an outline business case for a pathfinder project for canopy-based solar panels at viable park and ride sites to achieve 'proof of concept' off site carbon reduction project.

Cllr Richard Clewer, Deputy Leader and Cabinet member introduced an update on actions Wiltshire Council was taking to reduce carbon generation in Wiltshire. It was noted that significant progress had been made and Wiltshire was working to produce an evidence-based carbon audit, using universities to provide expertise in this area.

Cllr Ian Thorn commented the Local Plan should be reviewed in light of the climate emergency, and that Area Boards should be engaged in local plans and best practice from other authorities should be used. It was confirmed the council was lobbying central government for support and working with other authorities. Other comments included that the Business Plan should be revised to feature the response to climate change more centrally, and the research undertaken by Friends of the Earth, and framework from the LGA should be used.

Resolved:

To note the actions taken and proposed to seek to make the county of Wiltshire carbon neutral by 2030.

Reasons for decision:

To provide Cabinet with an update on actions to reduce carbon generation in Wiltshire.

139 **Melksham Community Campus and Melksham House Construction Projects and Development Opportunities**

The Leader invited the public to speak on the proposed plans for Melksham House and Community Campus.

Mr Paul Carter questioned when and why the decision was made that campus delivery was dependent on the use of Melksham House, and when the final decision on Melksham House would be made.

Cllr Allison Bucknell explained the planning on the campus was dependent on Melksham House following recommendations based on feedback from Historic England. The Cabinet member also explained the proposed additional funding to secure the Melksham Community Campus development and was a decision of Full Council. The campus was intrinsically linked to Melksham house and the retention and redevelopment of this property was central to the campus development.

The Leader invited all Wiltshire Councillors to speak, Cllr Hubbard welcomed the proposal and urged the council to progress the campus quickly.

Resolved:

a)To Recommend to Full Council an additional capital budget for the Community Campus Project of £3.000 million taking the total capital budget to £20.110 million

b) Agree in principal, subject to a business case, to progress the scoping of development of Melksham House; to provide 16 units of supported living accommodation, a residential care facility to support children and young people aged 10–18 years and a community resource centre.

c) Note the estimated additional capital budget required for Melksham house of £5.000 million taking the total capital budget to £7.000 million.

d) Agree to receive a further report to Cabinet in January, with a full business case giving detailed capital breakdown and the revenue consequences of the agreed form of development, taking into account potential cost avoidance due to the provision of services from Melksham House.

Reasons for decision:

Design development and cost analysis has determined that Melksham Community Campus cannot be delivered within the approved budget envelope without compromising the scheme.

In considering the establishment of the Community Campus in the Grounds of Melksham House, the future use of the Grade II listed building is important, both in planning and estate management terms.

The proposal, making use of the building and an area to the rear, totalling approximately 0.5 acre, to potentially meet established needs for children and young adults, provides opportunities for the proactive use of the Council's property assets to facilitate increased service provision and capacity, giving improved outcomes for customers and realising savings, which will fund capital investment and ongoing revenue costs.

The proposal will ensure that the Community Campus is delivered.

This report is not seeking capital budget approval at this stage but recognition that a business case, including a new capital budget request of circa £5.000 million, will come back to Cabinet in January with full details of costs (including capital financing costs) and savings/cost avoidance.

140 **The Maltings**

The Leader, Cllr Philip Whitehead, introduced a report for the regeneration of The Maltings and Central Car Park site. Cabinet was asked to recommend to Council the allocation of capital finance towards the acquisition of third-party land holding and fund further development. Cllr Pauline Church, Cabinet Member for Children's Services and South Wiltshire Recovery, highlighted the proposal would support the economic wellbeing of the city.

Councillors encouraged the Cabinet to progress arrangements as quickly as possible.

Resolved:

a) That cabinet recommends to council the allocation of capital finance towards the acquisition of third-party land holdings and fund further development.

b) The cabinet notes and agrees in principle to the proposed heads of terms as set out in the confidential Part 2 report, notes the financial and legal implications and agrees that officers proceed with the procedures set out therein.

c) That cabinet delegates authority to the Executive Director Growth, Investment and Place, in consultation with the council's s. 151 Officer, Monitoring Officer, and the Leader of the Council, to conclude such transactions as may be required to deliver the Maltings scheme, subject to receipt of the independent valuations and the agreement of Full Council to allocate capital finance to fund these.

Reasons for decision:

To ensure that regeneration of the Maltings and Central Car Park is delivered in line with the council's Business Plan and the Maltings Masterplan, generating positive outcomes for Salisbury's economy.

141 **Housing revenue account business plan and council house build programme 3.1**

Cllr Richard Clewer, Deputy Leader and Cabinet Member, introduced a report a which presented a Housing Revenue Account Business Plan model and a Phase 3 Development Programme. It was noted the development was entirely funded through borrowing, grants and Right to Buy receipts.

The Leader expressed support for the building of council houses and a commitment to support this in the future.

It was noted the buildings would be designed to a high standard.

Resolved:

a) To agree the Housing revenue account business plan 2020/21-2050 as set out in Appendix 1

b) To agree to Council house, build programme phases 3.1 and 3.2 as set out in Appendix 1 at total cost of £18.717m and £ 18.754m

c) To agree to delegate to Director of Housing and Commercial development authority to seek planning permission for sites within CHBP

3.1 and 3.2 and enter into contracts for Professional Services and Construction.

d) To agree to delegate to the Director of Housing and Commercial Development in consultation with the Cabinet member for Corporate Services, Housing, Heritage, Arts and Tourism the authority to make offers for affordable housing offered by developers in lieu of compliance with affordable housing obligations in Section 106 agreements up to no more than 10% above the amounts as set out in Appendix 2.

e) To agree to delegate to the Director of Housing and Commercial Development authority to make bids to Homes England for social housing grant in line with assumptions set in Appendix 2 and enter into funding agreements if the bids are successful.

f) To agree that if individual schemes identified in the council house build programme phase 3.1 and phase 3.2 as set out in Appendix 2 prove not to be viable, the substitution of schemes within the overall programme budget is delegated to the Director of Housing and commercial development and Director of Finance and procurement in consultation with the Cabinet Member for Corporate Services, Housing, Heritage, Arts and Tourism.

g) To delegate authority to the Director of Housing and Commercial Development in liaison with the Cabinet Member for Corporate Services, Housing, Heritage, Arts and Tourism and the Director Finance & Procurement to substitute and change funding streams to optimise financing of the Council house build programme phase 3.1 and 3.2. HRA borrowing will not exceed £ 8.762m in 2020/21 and £ 11.986m in 2021/22 but other funding streams may be increased or decreased as required providing that they stay within available allocation and do not affect the total budget position.

Reasons for decision:

A review of the HRA business plan following the removal of the cap on borrowing that can be financed by the HRA has shown that there is capacity to support a new Council House Build Programme phase 3. Subject to the assumptions in the HRA business plan there is capacity to support development of 1000 new Council homes over the next 10 years. This report seeks agreement to the first element of that phase 3 programme and delegation of authority to procure that programme of 228 units.

142 **Commercial Capital Investment Opportunity**

Cllr Sturgis, Cabinet Member for Spatial Planning, Development Management and Property introduced a report to proceed with a commercial property development of the Good Energy offices, including construction and grant of a new lease. It was noted that Good Energy was a significant local employer and

the council had worked with them for some years. The new building would be more energy efficient than existing buildings.

Resolved

a) To agree to construct an office building at Sadlers Mead, at Capital expenditure as set out in the Part 2 paper and subject to further due diligence being undertaken and conditional upon Good Energy signing an Agreement to Lease;

b) Agree a virement of capital, as set out in the Part 2 paper, from the 2020/21 commercial investment capital allocation;

c) To procure AHR and Max Fordham by way of direct award, due to their previous knowledge and work on the scheme which is permissible under the Council's procurement rules;

d) To delegate the decision to award the AHR, Max Fordham and resulting construction contract for Sadlers Mead to Director for Housing and Commercial Development, in consultation with Leader of the Council / Cabinet Member for Finance and Director for Finance.

Reasons for decision:

To enable the Council to enter into a commercial opportunity development within the parameters set by Cabinet subject to further due diligence and signing an Agreement to Lease.

143 **Urgent Items**

There were no urgent items.

144 **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 business specified in Item Numbers 18, 19, 20 and 21 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.

145 **Melksham Community Campus and Melksham House Construction Projects and Development Opportunities- Part exempt appendices**

Resolved:

a) To Recommend to Full Council an additional capital budget for the Community Campus Project of £3.000 million taking the total capital budget to £20.110 million

b) Agree in principal, subject to a business case, to progress the scoping of development of Melksham House; to provide 16 units of supported living accommodation, a residential care facility to support children and young people aged 10–18 years and a community resource centre.

c) Note the estimated additional capital budget required for Melksham house of £5.000 million taking the total capital budget to £7.000 million.

d) Agree to receive a further report to Cabinet in January, with a full business case giving detailed capital breakdown and the revenue consequences of the agreed form of development, taking into account potential cost avoidance due to the provision of services from Melksham House.

Reasons for decision:

Design development and cost analysis has determined that Melksham Community Campus cannot be delivered within the approved budget envelope without compromising the scheme.

In considering the establishment of the Community Campus in the Grounds of Melksham House, the future use of the Grade II listed building is important, both in planning and estate management terms.

The proposal, making use of the building and an area to the rear, totalling approximately 0.5 acre, to potentially meet established needs for children and young adults, provides opportunities for the proactive use of the Council's property assets to facilitate increased service provision and capacity, giving improved outcomes for customers and realising savings, which will fund capital investment and ongoing revenue costs.

The proposal will ensure that the Community Campus is delivered.

This report is not seeking capital budget approval at this stage but recognition that a business case, including a new capital budget request of circa £5.000 million, will come back to Cabinet in January with full details of costs (including capital financing costs) and savings/cost avoidance.

146 The Maltings (Part II)

Resolved:

a) That cabinet recommends to council the allocation of capital finance towards the acquisition of third-party land holdings and fund further development.

b) The cabinet notes and agrees in principle to the proposed heads of terms as set out in the confidential Part 2 report, notes the financial and legal implications and agrees that officers proceed with the procedures set out therein.

c) That cabinet delegates authority to the Executive Director Growth, Investment and Place, in consultation with the council's s. 151 Officer, Monitoring Officer, and the Leader of the Council, to conclude such transactions as may be required to deliver the Maltings scheme, subject to receipt of the independent valuations and the agreement of Full Council to allocate capital finance to fund these.

Reasons for decision:

To ensure that regeneration of the Maltings and Central Car Park is delivered in line with the council's Business Plan and the Maltings Masterplan, generating positive outcomes for Salisbury's economy.

147 **Housing Revenue Account Business Plan and Council House Build Programme 3.1**

Resolved:

a) To agree the Housing revenue account business plan 2020/21-2050 as set out in Appendix 1

b) To agree to Council house, build programme phases 3.1 and 3.2 as set out in Appendix 1 at total cost of £18.717m and £ 18.754m

c) To agree to delegate to Director of Housing and Commercial development authority to seek planning permission for sites within CHBP 3.1 and 3.2 and enter into contracts for Professional Services and Construction.

d) To agree to delegate to the Director of Housing and Commercial Development in consultation with the Cabinet member for Corporate Services, Housing, Heritage, Arts and Tourism the authority to make offers for affordable housing offered by developers in lieu of compliance with affordable housing obligations in Section 106 agreements up to no more than 10% above the amounts as set out in Appendix 2.

e) To agree to delegate to the Director of Housing and Commercial Development authority to make bids to Homes England for social housing grant in line with assumptions set in Appendix 2 and enter into funding agreements if the bids are successful.

f) To agree that if individual schemes identified in the council house build programme phase 3.1 and phase 3.2 as set out in Appendix 2 prove not to be viable, the substitution of schemes within the overall programme budget is delegated to the Director of Housing and commercial development and Director of Finance and procurement in consultation with the Cabinet Member for Corporate Services, Housing, Heritage, Arts and Tourism.

g) To delegate authority to the Director of Housing and Commercial Development in liaison with the Cabinet Member for Corporate Services, Housing, Heritage, Arts and Tourism and the Director Finance & Procurement to substitute and change funding streams to optimise financing of the Council house build programme phase 3.1 and 3.2. HRA borrowing will not exceed £ 8.762m in 2020/21 and £ 11.986m in 2021/22 but other funding streams may be increased or decreased as required providing that they stay within available allocation and do not affect the total budget position.

Reasons for decision:

A review of the HRA business plan following the removal of the cap on borrowing that can be financed by the HRA has shown that there is capacity to support a new Council House Build Programme phase 3. Subject to the assumptions in the HRA business plan there is capacity to support development of 1000 new Council homes over the next 10 years. This report seeks agreement to the first element of that phase 3 programme and delegation of authority to procure that programme of 228 units.

148 Commercial Capital Investment Opportunity

Resolved

a) To agree to construct an office building at Sadlers Mead, at Capital expenditure as set out in the Part 2 paper and subject to further due diligence being undertaken and conditional upon Good Energy signing an Agreement to Lease;

b) Agree a virement of capital, as set out in the Part 2 paper, from the 2020/21 commercial investment capital allocation;

c) To procure AHR and Max Fordham by way of direct award, due to their previous knowledge and work on the scheme which is permissible under the Council's procurement rules;

d) To delegate the decision to award the AHR, Max Fordham and resulting construction contract for Sadlers Mead to Director for Housing and Commercial Development, in consultation with Leader of the Council / Cabinet Member for Finance and Director for Finance.

Reasons for decision:

To enable the Council to enter into a commercial opportunity development within the parameters set by Cabinet subject to further due diligence and signing an Agreement to Lease.

(Duration of meeting: 9.30 am - 1.40 pm)

The Officer who has produced these minutes is Libby Johnstone of Democratic Services, direct line 01225 718214, e-mail libby.johnstone@wiltshire.gov.uk

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

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Wiltshire Council

Cabinet

8 October 2019

Questions from Adrian Temple-Brown

Agenda Item 7 – Chippenham Housing Infrastructure Fund Bid

To Councillor Peter Whitehead – Leader of the Council and Cabinet Member for Economic Development

Question:

The BBC recently stated that around 50% of UK CO2 emissions come from the construction industry.

Wiltshire County Council declared a Climate Emergency in May 2019.

In September 2019 Wiltshire County Council published a plan to route £75m of taxpayers money to developers, to build a new road around Chippenham and destroy more of our environment with thousands of in-fill houses.

Promoting construction of new roads and new housing estates on existing countryside is incompatible with this Council's declaration of a Climate Emergency.

How do Wiltshire County Council intend to educate the councillors here who don't know, or who don't understand, or who don't care what "Climate Emergency" means, so that they can start to Act accordingly?"

Response:

Wiltshire is required to deliver over 2000 new homes per annum.

The issue of climate change and our acknowledgment of a climate emergency does not remove the requirement for critical infrastructure to improve peoples' lives, deliver new housing or grow our economy. Options to deliver the required infrastructure will be analysed under criteria that include sustainability

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Wiltshire Council

Cabinet

8 October 2019

Questions from Anne Henshaw (The Campaign to Protect Rural England)

Agenda Item 7 – Chippenham Housing Infrastructure Fund Bid

**To Councillor Peter Whitehead – Leader of the Council and Cabinet Member
for Economic Development**

Question 1:

Why has this come to Cabinet after the application has been submitted rather than before?

Response:

The ability to submit applications for funding is delegated to directors in the council's scheme of delegation. The application had to be made within a challenging timeframe. This is a competitive bid and disclosure of its detail prematurely risked prejudicing the council's position both with respect to the funding competition and delivery of the scheme.

Elected representatives have been updated throughout the process and invited to comment and feedback on the proposals.

Question 2:

The report refers to the Council being "in control". How does this sit with statutory consultation on the Local Plan Review? How much housing and what development options are proposed in the Local Plan Review?

Response:

The statement has no bearing on statutory consultation on the Local Plan Review, it refers to the council as a landowner, not the planning authority.

Question 3:

The February 2017 Inspector's report into the CSAP at point 86 makes references to such a road stating twice "if required".

Response:

It is not entirely clear what the question is, however there is a general recognition that if a further growth for Chippenham is planned, it will need to be underpinned by the necessary infrastructure including highways.

Question 4:

Is it the intention of the Council to present a fait accompli about funding for a distributor road to the east and south of Chippenham before there is any public consultation through the Local Plan Review?

Response:

In developing an option to be considered by the Local Planning Authority, viability and deliverability are factors the LPA (and subsequently a Planning Inspector) will consider. It is prudent therefore that the council maximises opportunities for enabling funding.

Question 5:

Will having funding in place for distributor roads means options for development to the east have an in-built advantage over other options?

Response:

The Council, as Local Planning Authority, will consider all options impartially against agreed criteria.

Question 6:

Point 37 at the end of the Report it states...if successful the council will engage fully with Citizens in a consultation exercise..... What good will that be when the decisions have all been taken and the CPO's deployed where necessary?

Response:

Decisions will not be taken prior to public consultation on the proposals.

Question 7:

By the time the development is needed, post 2026, will transport (now higher than energy as the highest source of CO2 emissions) planning have totally changed within the Council?

Response

It is problematic to predict what the council's future transport planning policy, since technology and economic conditions evolve rapidly. However, it is not considered that the principles of transport policy (as opposed to changes in fuelling) will have changed so dramatically that it undermines the principles of the proposed scheme.

Question 8:

This proposal needs to go to Scrutiny and Full Council.

Response:

Today's report to cabinet members is intended to prepare the ground so that in the event that the scheme can go forward that all scrutiny and governance requirements are fully in place.

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Wiltshire Council

Cabinet

8 October 2019

**Questions from Chris Caswill – Agenda Item 7 – Chippenham Housing
Infrastructure Fund Bid**

**To Councillor Philip Whitehead – Leader of the Council and Cabinet Member
for Economic Development**

Question 1

In what way or ways is the building of £75 million of new concrete and tarmac roads across the Avon Valley and the land south of Chippenham consistent with the climate emergency adopted by both Wiltshire Council and the Chippenham Town Council?

Response

Wiltshire is required to deliver over 2000 new homes per annum.

The issue of climate change and our acknowledgment of a climate emergency does not remove the requirement for critical infrastructure to improve peoples' lives, deliver new housing or grow our economy. Options to deliver the required infrastructure will be analysed under criteria that include sustainability.

Question 2

Did Wiltshire Council request Chippenham Town Council to exclude the public from its discussion of this issue? If so, what was the justification for that?

Response

No.

Question 3

Given that this Cabinet has never discussed this Housing Infrastructure Fund (HIF) Bid in public, and the Chippenham TC meeting was apparently held behind closed doors, how can this bid claim that it has public support (as is required by the scheme)?

Response

The council as local planning authority have been engaging with representatives of the local community through the town and parish councils about potential development options at the town.

There is a general recognition that if significant levels of growth are to be planned at Chippenham, then this would need to be underpinned by front-loading highways and other infrastructure.

Question 4

On 24 September, Wiltshire Council issued a press release with the title "Bid for £75 M improvements in Chippenham put forward to Government". Amongst the improvements promoted in this press release were open space, health, an improved sense of community, new public green space, cycling and walking routes, a multi-story car park, a leisure centre, and an improved town centre. The rules of the HIF scheme make it clear that it provides road infrastructure to support development. So, will you take this opportunity to make it clear that the other facilities set out in the press release will not be provided by HIF funding, and to at least regret that the public may have been misled by the press release claims.

Response

The Housing Infrastructure Fund Forward Fund can include all of these things.

(Reference:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/625525/HIF_Forward_Funding_supporting_document_accessible.pdf)

Question 5

Will you now agree to make public at least the main elements of the HIF bid, for example the routes and characteristics of the proposed roads, and which HIF fund the application has been submitted to?

Response

The main elements of the HIF bid will be made public as part of the forthcoming community consultation and engagement process.

The infrastructure and development proposed are intended to put in vital infrastructure first to support the ongoing growth of Chippenham over the next twenty years.

As highlighted in the response to the previous question, the HIF fund application was submitted for Forward Funding.

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Wiltshire Council

Cabinet

8 October 2019

**Questions from Peter Cousins Agenda Item 7 – Chippenham Housing
Infrastructure Fund Bid**

**To Councillor Peter Whitehead – Leader of the Council and Cabinet Member
for Economic Development**

Question 1:

How much of the renewable energy generation that was highly significant in the Friends of the Earth survey scoring is on WCC own buildings or property?

Response:

Friends of the Earth has not shared this information with Wiltshire Council, so we are unable to answer this question.

Question 2:

Why has WCC consistently supported big damaging road schemes and continues to do so by bidding for subsidies to build more roads around Chippenham?

Response:

We have not consistently supported 'big damaging road schemes' and nor are we here. The council has made an application for significant infrastructure improvements at Chippenham to support the potential long-term growth of the town.

Question 3:

Why WCC continues to allow new housing development where people are forced to use cars and where public transport access non-existent?

Response:

Planning applications for new housing development need to demonstrate how schemes are designed to enable people to access sustainable transport and not be dependent on private cars.

A REVIEW DATED 23RD OCTOBER 2019 BY THE PEWSEY COMMUNITY AREA PARTNERSHIP (PCAP), PEWSEY PARISH COUNCIL (PCC) AND THE CAMPAIGN TO PROTECT RURAL ENGLAND (CPRE) collectively known as THE GROUP

of

THE FINAL REPORT OF THE PUBLIC CONSULTATIONS TASK GROUP

As presented to the Overview & Scrutiny Management Committee on 24th September 2019

(All references to a “Para” refer to the relevant part of the Report)

01. Para 2 (Background). This does not reflect the reality of what occurred at the Cabinet meeting on 9th October 2018, when the then Leader of the Council, Baroness Scott, made it clear to Cllr Wright that the Overview, Scrutiny and Management Committee (OSMC) should carry out a review with the purpose of improving the way the Council’s public consultations were carried out. The Cabinet Minutes do not make a specific reference to “improvements”, but rather “to assist the policy development in the Management Committee Forward Work Plan”. This somewhat ponderous wording does not seem to conflict, however, with the word “improvement”.

02. Para 4 (Background). This concerns the scope of the Public Consultations Task Group (PCTG) and specifically states that it should focus on:

The purpose of consulting the public on certain decisions

The amount of consultation conducted by Wiltshire Council and whether this was reasonable

The public’s perception of how their contribution would influence decisions

Para 5 (Background) notes that the remit of the PCTG aligns with the Business Plan 2017 – 2027 priority of “working with partners as an innovative and effective Council.”

Para 6 (Terms of reference) establishes the terms of reference (ToR) for the PCTG as endorsed by the OSMC. The ToR are as follows:

1. To investigate :

a) The quantity and scope of council consultations and the level of response

b) How the council determines when, and when not, to consult the public on proposals or potential service changes

c) How the council determines the best design and format for each consultation

d) The public’s perception and experience of council consultations

2. To make constructive recommendations for improvement if appropriate

All of which is entirely laudable, but in the submission of the Group, as the Report progresses, was little more than merely an expression of intent. In reality, the Report very

largely failed to focus on its intended scope, as stated in Para 4 (Background) and either partially, or in some cases, totally, failed to comply with its terms of reference as set down in Para 6.

With regard to Para 4, the Report is silent on the purpose of consulting the public on certain decisions. The question of the amount of consultations carried out by Wiltshire Council and whether this was reasonable is not addressed, other than by the perfunctory comment in Para 14 that of all the consultations carried out between July 2017 and January 2019, only 14% could be considered consultations (the remainder being “canvassing” or “engagement” exercises) and any further information, data, or recommendation is noticeably absent. The public’s perception of how their contribution would influence decisions is barely touched upon, except briefly in Paras 17 and 18, with no comment as to how the public could actually have any influence at all.

With regard to Para 6 (Terms of Reference), the Group wishes to comment as follows:

6.1.a) is barely addressed in the Report in terms of quantity, and not at all in terms of scope and the level of response.

6.1.b) is not addressed in the Report.

6.1.c) is not addressed in the Report.

6.1.d) as mentioned above, when commenting on Para 4, the question of public perception is addressed only very briefly in Paras 17 and 18.

For these reasons, the Group considers that the PCTG fell far short of the standards of thoroughness, and the depth of investigation and analysis, that the reader could reasonably expect from an inquiry of this nature.

03. A further reason for reaching the above conclusion lies in the list of witnesses shown as having given evidence to the PCTG in Para 8 (Methodology). There are 14 names given, and every one is, or either has been, a Councillor, Council officer or employee. There is no reference to any outside individual contributor or any organisation that could be said to be independent of the Council, and duly representative of the public. This situation does not fit well with Para 5 (Background) and the comment about “working with partners”, on the basis that, whether the Council or the public like it or not, they should, in fact, be partners, when it comes to public consultations, and the PCTG’s failure to recognise that, has meant that an opportunity was missed to engage with the public at a time when, on the question of consultations, relationships between the Council and the public are at an all time low.

Question: How did the PCTG comply properly with the “focus” referred to in Para 4, the PCTG remit as expressed in Para 5. and the Terms of Reference at Para 6.1. d) if no member(s) of the public, or any organisation acting on its behalf, was seemingly ever invited or consulted? With no independent public input, it is suggested that the PCTG’s view of public attitudes towards public consultations is unlikely to be anything like as comprehensive as it should have been.

04. Following on from 03, it is relevant, perhaps, at this juncture, to record that on 13th February 2019, PCAP on behalf of itself and the other Group members, sent a Memorandum dated 10th February 2019 to the Chairman of the PCTG, together with additional background

information (i.e. correspondence with a former Cabinet Member for Waste, including a letter from PCAP's solicitors, and the current Cabinet Member for Waste, all of which related to the closure of the Everleigh HRC).

That Memorandum contained comment about public consultations in general and the Everleigh HRC consultation in particular. It offered a number of options as to how the public might obtain better access to the consultation process, as a step towards overcoming the public apathy that currently surrounds it. The public perception of the Council seemingly ignoring overwhelming majorities in favour of a course of action contrary to the public's opinion was addressed by a proposal that, in the event of a majority of 75% or more being obtained by public response against a Council proposal, that the outcome should be decided by Full Council, rather than just by Cabinet. (The majority in favour of keeping the Everleigh site open was 94% and that of retaining the children's Special Needs schools in North Wiltshire was 76%, but in both cases, the Group submits that public opinion was insufficiently taken into account, and overruled by the Council.)

No acknowledgement of, or response to, this Memorandum was ever received.

Question: Why did the PCTG ignore this Memorandum? It is certainly not cited in any evidence list. While the PCTG was entitled to disagree with its content, its conduct does not appear to sit easily with the intent cited at 02 and the Question raised at 03.

In the interim, various other matters have come to the attention of the Group. It has been noted that the key document for interface with the public is the Cabinet Forward Work Plan (CFWP). The heading "Consultation" is not defined in the CFWP and in the light of Para 14 (Terminology), where this heading is completed at all, it is not always clear whether reference is being made to a public consultation, a survey, a canvassing operation or an engagement operation. Even when completed, this column can contain absurdities, such as the Issue details for the Community Funding Review, a Cabinet Agenda item for 8th October 2019, where the note under "Consultation process" simply states "TBC". This indicates consideration has already started, which conflicts with the rules. Both matters would seem to be symptomatic of a general lack of attention to detail in the Council's consultation process.

05. Para 11 (Evidence – Internal documents). This refers to internal documentation relating to public consultations being either out of date or not adhered to consistently – a comment upon which it is not possible to pass any judgment, as it is unsubstantiated, and must thus be taken at face value - while Para 12 (Evidence) refers to the retirement of the officer responsible for the management of the Council's public consultations, recording also that there are no immediate plans to recruit a successor, which raises the question of the integrity of the Council's management structure for public consultations. The PCTG also noted that it was important for the Council "to uphold its practise of carrying out public consultations in line with legislative duties". It is difficult to see how this could be achieved if the Council's internal documentation is out of date or not adhered to, and no proper management structure is in place.

The Council may argue that it is rarely, if ever, taken to Court over deficiencies in a public consultation, but this does not necessarily mean that all its public consultations are entirely lawful. The problem here is that any challenge is likely to come from members of the public, or an unfunded, possibly ad hoc, focus group, and litigation is usually far from their reach,

owing to the prohibitive cost thereof. Nevertheless, the Council cannot afford to be complacent about this, as recent events have demonstrated, namely the Group's legal intervention, twice, with regard to Everleigh and the furore over children with Special Needs, where there was talk at one point of a Judicial Review. Natural justice demands anyway, that all public consultations are carried out in an entirely lawful manner.

06. Reference is made in Para 12 (Evidence – The Business Intelligence Hub) and again in Para 13 (Evidence – The Business Intelligence Hub) to the BIH having an integral role to play in the Council's future public consultation process. In the meantime, individual service areas would be responsible for managing any public consultations. There is a strong hint that this would prove "challenging" due to the extra work involved for, as an example, the team leading the work on the proposed boundary review changes. With regard to the latter, it would be fair to ask who is going to oversee the team responsible for this in the interim ?

But would this not apply equally to any service area tasked with managing a public consultation, not only in terms of the additional work involved, but a potential lack of expertise in the first place? It is clear that internal structural problems exist and with internal rules and procedures out of date, it seems obvious that difficulties will continue, pending the establishment of the Business Intelligence Hub. There being, as yet, no guarantee that this will solve all the problems, it would seem obvious that some kind of effective management structure for public consultations should be put in place in the interim.

07. Para 14 (Terminology) contains the interesting revelation that the PCTG concluded that between July 2017 and January 2019, 86% of all public consultations conducted by Wiltshire Council were examples of canvassing or engagement and only 14% were examples of either statutory consultations or recommended by Legal Services as per legislation from the Duty to Consult.

The Group reserves its position on this situation. Unfortunately, at the time of writing this review, there is no data to hand that establishes how many cases were involved, and into which category they fall. The omission of an Appendix to the Report on such an assertion appears strange, given the implications of this situation, some of which can be summarised as follows:

a) There is no way an independent assessment can be made at present to confirm the accuracy of the PCGT's assessment, when tested against the Public Law Duty to Consult. Such an assessment is needed, in the opinion of the Group, given the PCTG's own concerns about public consultations, as expressed later in this review.

b) The percentage of "canvassing" or "engagement" with the public seems astonishingly high – confirming the Group's belief that there is a need for an independent assessment as referred to above. If it is correct, then this would indicate a degree of incompetence on the part of the official(s) responsible, which clearly pertained far earlier than July 2017 (witness the January 2016 Everleigh consultation debacle) and very possibly for a considerable amount of time previously. This would indicate a woeful lack of management, expertise and familiarity with the Public Law Duty to Consult. Also, public funds could well have been wasted, which is implied at Para 16 (Terminology) which states "Secondly, when a form of engagement or canvassing is labelled a "public consultation" a larger amount of internal

resources become committed to the process” - which must mean more expense is incurred than necessary.

c) Following on b) what degree of certainty is there that the PCTG labelled many public consultations as “canvassing” or “engagement” when some may have actually merited being public consultations in the first place?

d) The position of Legal Services is interesting here. It seems evident that they were consulted, at least from time to time, but were they consulted on all, or any, of the “86%” cases, which the PCTG has found were not really public consultations at all? If so, it would seem that Legal Services, if they agreed that the “86%” cases were a matter for public consultation, are in conflict with the findings of the PCTG Report. Alternatively, if Legal Services were not consulted, and the PCTG is correct in its assessments, then service areas would appear to have organised “public consultations” on a basis that was unwarranted. The Group submits that, either way, there appears to have been a level of disconnect here that is unfortunate and unacceptable, and an examination needs to be made as to how this has occurred, especially if the situation continues to persist. It is noted that, apart from highlighting the percentages, the Report is otherwise silent on this point. If service areas did not take advice from Legal Services on the “86%” cases and simply pressed ahead with what they may, mistakenly, have considered was needed for a public consultation, can it truly be said, in retrospect, that the officers concerned had the expertise to do the job properly, the irony of the situation being that they were doing something that may not have been necessary in the first place?

e) As there is so little information available as to what happened in practise, the Group is making a formal Request to Cabinet to provide a list of all the cases reviewed by the PCTG between July 2017 and January 2019, together with the reasons as to how the PCTG reached the conclusion they did, in each case, so that an independent assessment can be made.

f) It seems that the official responsible for public consultations within the Council was the Census Liaison Manager, who retired in April 2019 – at least this would seem to be a fair assumption in the light of Para 12 (The Business Intelligence Hub). His credentials for the important task of being responsible for public consultations are unknown, but it is perhaps pertinent to ask what role he played in the cases that were investigated by the PCTG, presumably during his tenure, and what his experience and qualifications were that led him to that appointment.

08. At this point we come to some mention of the public.

Para 15 (Terminology) comments “ Primarily the words ‘public consultation’ have certain connotations and set the expectation that a respondent can influence the outcome of a specific decision. When such terminology is used to describe a form of engagement or canvassing, respondents therefore wrongly assume the purpose of their role, as well as their power of influence.”

This statement would seem to display a misunderstanding of public perception that is highly disturbing. The Group has seen ample evidence over the last three years that the public perception is that only very rarely does their response have any influence on the Council’s decision making process and that response to a canvassing or engagement situation is largely a waste of time. This latter perception may not be entirely fair, but overall, the pervading

public perception is one of disconnect between them, and the Council and its policies – a perception that is particularly strong in relation to Planning Applications, whether dealt with by Committee or under Delegated Powers.

It is noted that the Report does not elaborate on the “expectation” and “influence” referred to above in respect of public consultations, and makes no attempt to define the “purpose of their role” or elaborate “their power of influence” when it comes to responses to canvassing or engagement situations. The Group suggest that it would be helpful if, in future, guidelines were made publicly available by the Council as to what it expects of the public in all three situations, and what the public can expect from the Council in return.

09. Para 16 (Terminology). As already noted, comments on the additional resources required when a public consultation takes place. The PCTG heard that the canvassing and engagement activities should be managed by service areas and that such pieces of work are usually carried out by either Community Engagement Managers or through teams undertaking surveys independently. The PCTG offered no comment on the quality or effectiveness of these arrangements, which is surprising, given that 86% of the public consultations carried out over 2017/2019 were apparently of this nature. While the purpose of the Report may have been to improve public consultations, was an opportunity missed here not to look into improving the quality of canvassing and engagement matters as well, given that these are likely to be more frequent than public consultations, and was the PCTG’s remit and terms of reference deficient at this point?

10. Para 17 (Public Perception). The PCTG comments that through the use of incorrect terminology, the public’s expectation when participating in a Wiltshire Council consultation could be mistakenly raised (which to some extent is repetition of Para 15 (Terminology)). Para 17 also states that the PCTG “heard” that consultations should be set out in a manner that enables the respondent to understand what they are responding to, as well as to be informed of all the options under consideration.

11. Para 18) (Public Perception). The PCTG states that “When considering national guidelines on public consultations, it “understood” that consultations should only be undertaken when a decision is genuinely undecided and proposals are at a formative stage. This is indeed a perfectly correct statement of principle, but one all too often perceived by the public as not often put into practice. A perfect example of this was the attempt to close down the Everleigh HRC at a Cabinet meeting in September 2015 and the events that followed thereafter.

12. The above two Paragraphs, totalling eight lines in all, are the only ones that relate specifically to “Public Perception” in the entire Report. They embrace three of the principles of the Public Law Duty to Consult, but simply as statements, which the PCTG either “heard about” or “understood” existed. This would seem to indicate that the members of the PCTG were not as fully familiar with the Law, Rules and Court decisions surrounding public consultations as they should have been. If the intention was to improve public consultations (as indeed it was at Para 6 (Terms of Reference) at 6.2), then it would have been reasonable to expect that the Report would have provided far more significant comment on the Council’s current methods of holding public consultations, when set against the legal yardsticks mentioned. This, the Group suggests, the PCTG failed to do.

Question. Why were only three of the principles of the Public Law Duty to Consult mentioned, and then only in passing? Omitted was any reference to “adequate time being given for consideration and response (although to be fair to the Council, apart from isolated instances, this does not generally appear to be an issue), or that “ the product of a consultation must be taken conscientiously into account in finalising any statutory proposals” or “ the degree and specificity with which, in fairness, a public authority should conduct its consultation exercise may be influenced by the identity of those whom it is consulting” or “ the demands of fairness are likely to be somewhat higher when an authority contemplates depriving someone of an existing benefit or advantage than when the claimant is a bare applicant for a future benefit”.

The full set of principles as established by the Supreme Court in 2014 are contained, with expanded comment, in a letter from the Group’s solicitors, Bates Wells Braithwaite, dated 20th January 2017, which was attached to a letter dated 20th February 2017 sent by PCAP to the then Cabinet Member for Waste, which related to the possible, and contentious, issue of the closure of the Everleigh HRC, which is listed in the PCTG Report as a case study (and the only one). The cursory manner in which these principles have been addressed in the Report, and the lack of any in depth comment on how the Council is, and should be, adhering to them, seems incomprehensible when it is understood that the purpose of the PCTG was not only to examine the public consultation process, but to seek to improve it. What appears to have happened is that the Report has come up with a series of largely general comments, with some of which the Group does not disagree, but there is a surprising lack of depth to the Report, given the PCTG’s remit. It would appear that the responsibility for making any real improvement to the Council’s public consultation process has been devolved to the Cabinet Member for Communications, Communities, Leisure and Libraries and rests on the eventual establishment of the Business Intelligence Hub, with a suitable complement of officials with the relevant knowledge and expertise. It is disappointing that a year has passed since the issue of improvement of the public consultations process was raised at Cabinet, and apparently so little, to date, has been achieved.

13. Para 19 (Conclusions). This states that the PCGT agreed that the underlying principles and foundations of the Wiltshire Council documents relating to public consultations were sound, and that any updating work would be marginal, That may well be the case, but on what basis? Principles are one thing, putting them into practise is another. The Group submits that there is an unwarranted degree of complacency here, in the light of events generally, but specifically in the case example of Everleigh. The failure to put principles into practise is clearly demonstrated by the way in which the Council got the January 2016 Everleigh consultation so wrong, to the extent that to have relied upon it in the decision making process would have been unlawful, while the 2018 consultation was described by the Group’s solicitors as “flawed” - something that the Council has never denied.

14. Para 20 (Conclusions). This comments that, with regard to the Business Intelligence Hub, “in order to capitalise on the opportunity for the Council to improve the way in which it conducts public relations, it would be fundamental for the Hub’s officers to be both well versed in consultation processes, as well as possessing the expertise to allow them to design consultations that would encourage responses that would be beneficial to the Council, when it comes to the final decision making stage”.

The Group acknowledges the need for expertise. However, if the Hub is to be relied on, the above is no more than a statement of the obvious. It is nevertheless, another tacit acknowledgement that improvement is needed, while at the same time, begging the question of where such officials will be found – a question that is not addressed. The phrase “beneficial to the Council” as used above, is perceived as having some ambiguity about it. Beneficial to the interests of County Hall, or beneficial to a Council seeking the best interests of the public? The Group notes that the Chairman of the Environment Select Committee was critical of the lack of neutrality in some of the questions posed in the 2017 public consultation on Car Parking Charges, which might indicate a bias by the Council towards the former interpretation, rather than the latter. A similar situation arose with regard to Question 8 of the January 2016 consultation that took place with regard to the Everleigh HRC.

15. Para 21 (Conclusions). Similarly, pending the establishment of the Hub, the Report comments that “additional expertise could provide valuable input into the Executive’s final decision about how the Hub should be organised”. Again, a sensible suggestion, but where such “additional expertise” should come from, and its nature, is not addressed. Nor is it simply a question of expertise – correct procedures then have to be applied.

Para 21 also expresses considerable concern about the risk of legal challenge to public consultations, “believing that the risk of adverse legal challenge is too great under the present arrangements”. This is yet another tacit admission that all is far from well within the Council’s consultation process. The Group agrees that the risk is there, and despite the comments made in 05, particularly exists when emotive issues arise, usually locally, rather than County wide, stimulating fund raising either from local individuals on a pro bono basis, or through such organisations as Crowd Justice.

Para 22 (Conclusions) and Para 23 (Conclusions) comment on ways of engaging more effectively with the public over public consultations, but it is suggested are somewhat bland and limited in their approach. The Group takes exception to the finding in Para 22 that the “average” resident can find it complex to see how their contribution has shaped Council policy. It is almost impossible for ANY resident to ascertain the effect of their contribution, however knowledgeable they may be about the workings of the Council, and however skilled they are at trawling through the complications of the Council website.

It will not matter, as far as the public is concerned, how much improvement is made to the Council’s public consultation process, whether in terms of internal procedures, greater understanding of the Public Law Duty to Consult, expertise, or anything else, unless and until the public willingly engage at a level well above its current apathy. As a start, the Group suggests that very significant improvements need to be made to the Council’s website, so that access to consultations can be made obvious, easy and simple. A second step would be to provide far more publicity to inform the public that a consultation is about to take place, or is in progress. Neither of these issues are addressed in the Report.

Thereafter, unless and until the Council can demonstrate that it has taken the public’s views fully and properly into account (accepting overwhelming majority views would be a welcome start), it will not be possible to overcome the high level of public apathy that exists currently towards consultations, canvassing, surveys, or any other kind of engagement. The overwhelming reason for this, in the Group’s experience, is the widely held view that “It doesn’t matter what we think. The Council takes no notice and does what it wants anyway”.

16. Para 25 (Recommendations). There are 9 Recommendations, most of which are to be expected in the light of the Report, but in certain cases, comment is needed.

Recommendation 3. is touched on in 13. and in the context of legal challenges states, in the interim pending establishment of the Hub, “ public consultations to continue to be managed by specialists” which begs the question of who these specialist are and where do they come from. How will such consultations be overseen, and is there not a case for the OSMC to be involved here? The general tenor of the Report is that there is very little specialist expertise within the Council which could be drawn upon, and some form of oversight and scrutiny would seem to be essential.

Recommendation 4. refers to corporate training so that officials can differentiate between public consultations and other forms of engagement, but makes no reference to the need for those that are engaged in public consultations to be fully trained in the requirements of the Law.

Recommendation 9. suggests that the Overview, Scrutiny and Management Committee “consider” receiving a report in approximately 12 months time about how any of the Recommendations accepted by the Executive have been implemented.” Given that a year has elapsed already since the matter of improving public consultations was raised at Cabinet, this seems an unduly generous time scale, especially in view of the legal concerns expressed in Para 21. Would not an interim report in say, 6 months time, from the Cabinet Member for Communications, Communities, Leisure and Libraries be more appropriate, so that momentum on this matter be maintained? It is noted that there does not appear to be any timetable for submission of the Report to the Executive. Given that the PCTG was essentially instigated originally by Cabinet, the Group inquires when it will be submitted.

17. Finally there would seem to be one obvious omission in the Report. The subject of “When to consult” is not touched upon at all, but this is fundamental to the whole process. Whether to consult or not (other than as a statutory obligation) is largely a matter of local authority judgement, but there is a common law principle that a local authority must act fairly in the exercise of its functions. The Group draws attention to the Cabinet Office Consultation Principles, and although these do not set out the requirements for a valid consultation, the message that the Government has attached to the Principles is that : “The governing principle is proportionality of the type and scale of consultation to the potential impacts of the proposed decision being taken, and thought should be given to achieving real engagement rather than following bureaucratic process”.

It is generally conceded that, on occasions, difficult decisions may have to be taken as to whether to consult or not, but if a decision to consult is taken, then clearly a local authority must take full account of the rules set down in the Gunning Principles and the Supreme Court judgement in *Moseley v Haringey*. However, there seems to be no consistency in time or content at present, and to take but one recent example, it seems remarkable that not a single potentially affected Parish Council seems to have been consulted at an early stage, about the possible effect of the Council’s bid in March 2018 to the Housing Infrastructure Fund for £ 75M for distributor roads to the East and South of Chippenham.

The Group is surprised that no mention of “When to consult” is made in the Report, despite its terms of reference at Para 6.1.b) and further comment may be forthcoming, once the list of cases referred to in the first paragraph of 07 is available.

18.Summary. The Group’s view is that this was a very disappointing and superficial report, that was carefully worded so as not to reveal just how serious some of the problems are with the Council’s public consultation process. It cannot be taken as a “Final” Report, as it does not answer or satisfy such a significant part of its own Terms of Reference. Recommendations for improvements are made in only very general terms. Inadequate attention was given to public perception at the street level. The Group members, all of whom attended the Cabinet meeting on 9th October 2018 were under the clear impression that it was the responsibility of the Overview, Scrutiny and Management Committee to come up with concrete suggestions for the improvement of the public consultation process, but it has done so only in very broad terms, and has delegated responsibility for improvement, in practical terms, to the Cabinet Member for Communications, Communities, Leisure and Libraries. There is an obvious reliance on the proposed Business Intelligence Hub to solve the current problems, and ensure better management of public consultations in the future, but currently, the Group considers that this is mostly hope over expectation, given that the Hub is not yet established, and there are seemingly no qualified staff available to man it in this particular field anyway. Altogether, an unsatisfactory situation, and one which the Group will continue to challenge.

Wiltshire Council

Cabinet: Cabinet

19 November 2019

Subject: Proposals for special schools in the north of Wiltshire - Outcome of statutory consultation (September 2019)

Cabinet Member: Cllr Pauline Church Cabinet Member for Children, Education and Skills

Key Decision: Key

Executive Summary

At a meeting of Cabinet on 22 May 2019, the following resolutions were agreed:
That Cabinet:

1. Approves the establishment of a new maintained special school with a single leadership team for the existing St Nicholas, Rowdeford and Larkrise schools as soon as possible and no later than 1 September 2021.
2. Approves the closure of St Nicholas, Rowdeford and Larkrise school as a related proposal on the 31 August 2021.
3. Approves expansion on the existing Rowdeford site to accommodate up to 400 pupils as part of the new special school by September 2023.
4. Approves that St Nicholas and Larkrise stay in use on their current sites until the new provision is ready, and it is appropriate for children to transition to the new site at Rowdeford.
5. Notes that, in the event of Cabinet approving the proposals that a final decision by Cabinet would be required following representations.
6. Authorises the Executive Director of Children's Services, after consultation with the Cabinet member for Children, Education and Skills, the Director of Legal, Electoral and Registration Services and Chief Finance Officer/Section 151 Officer to take all necessary steps to implement Cabinet's decision.

That this would be achieved by:

- a) Subject to consent of the Secretary of State, approving the issue of a statutory notice and 4-week representation period on the proposal to discontinue St Nicholas, Larkrise and Rowdeford as three separate Special Schools with effect from no later than the 31 August 2021. The notice also to refer to the opening of one new special school from September 2021 under the Opening and Closing Maintained Schools Guidance November 2018.
- b) Approving that the Council would present a proposal to the School's Adjudicator to open a new maintained special school, subject to conclusions of the representation process.
- c) Approving the use of the statutory processes, (under the 'Making Significant Changes (Prescribed Alterations) to Maintained Schools' Guidance November

2018, to transfer to the Rowdeford site the provision at St Nicholas and Larkrise. This statutory process would take place no later than 12 months before the opening of the new provision. This would result in the closure of the St Nicholas and Larkrise sites at an appropriate time after the new provision is built.

- d) Approving that the new school will have primary, secondary and Post 16 provision on the Rowdeford site (early years not to be included due to sufficiency).
- e) Noting and approving the proposal for a parallel programme of work to create a cross county approach to Post 16 special education and transition to independent living.
- f) Noting the contribution of changes to special schools within the wider review of SEND, with particular regard to the investment and relationship with mainstream schools, resource bases in primary schools and Enhanced Learning Provision (ELP) in secondary schools.
- g) Noting the commitment to explore the appropriateness of improving road safety features by including the entrance to the Rowdeford school site within lowered speed limits and exploring the consideration of a pedestrian crossing.
- h) Noting the commitment to take forward consideration of locating community care health professionals and provision from the Rowdeford school site.

This report describes what was said in the consultation regarding these proposals.

All consultation responses have been included in this report. In summary the feedback given showed that:

- There is support for keeping the three sites open with parent carers arguing that this affords them choice
- Having a single integrated leadership team to run all three sites is supported
- Some consultees believe that Council's long-term intent is to close the two sites at Larkrise and St Nicholas
- Those supporting the proposals do not want further delay, and believe that there needs to be greater certainty for pupils, parents and staff
- A number of people felt that building all the new provision at Rowdeford was not appropriate and that new places should also be built at the other two sites
- Planning for the transition of pupils from and to the various sites needs to be sensitively considered, particularly being mindful of the need to have additional places in 2020 and onwards prior to the new school places being available.
- There needs to be a clear change management plan with support and professional development to ensure all staff improve their skills and abilities to teach a wider range of children and young people

As a result of the responses received during the representation period/consultation it is proposed that the following changes/clarifications be made to those proposals already agreed:

1. Committing £33.194 million to deliver this proposal which is an increase on the May estimate figures in light of the more detailed costs now available and the revised needs analysis.

2. Amending the wording of May's resolution 6c, which was:

*c) Approving the use of the statutory processes, (under the 'Making Significant Changes (Prescribed Alterations) to Maintained Schools' Guidance November 2018, **to transfer** to the Rowdeford site the provision at St Nicholas and Larkrise. This statutory process would take place no later than 12 months before the opening of the new provision. This would result in the closure of the St Nicholas and Larkrise sites at an appropriate time after the new provision is built.*

To the proposed 6d as detailed below:

*d) Approving the use of the statutory processes, (under the 'Making Significant Changes (Prescribed Alterations) to Maintained Schools' Guidance November 2018), **to consult on the appropriateness of transferring** the provision at St Nicholas and Larkrise to the Rowdeford site no later than 12 months before opening all the new provision. **This consultation would be determined by:***

- The demand for places forecasted at the time of the consultation*
- Taking into account the journey experience of all pupils needing specialist education provision*
- The views of current and future stakeholders and particularly children and young people with SEND and their parent carers*
- The wider development of inclusive education for children and young people with SEND living in Wiltshire and the role of the New School within this system.*

This wording is more in line with resolution 4, which states that Cabinet approves that St Nicholas and Larkrise stay in use on their current sites until the new provision is ready, and it is appropriate for children to transition to the new site at Rowdeford.

Proposals:

Hence, having completed the representation and considered the consultation responses, it is recommended that the Cabinet:

1. Approves the establishment of a new maintained special school with a single leadership team for the existing St Nicholas, Rowdeford and Larkrise schools as soon as possible and no later than 1 September 2021
2. Approves the closure of St Nicholas, Rowdeford and Larkrise school as a related proposal no later than the 31 August 2021
3. Approves expansion on the existing Rowdeford site to accommodate up to 400 pupils as part of the new special school by September 2023

4. Recommends that a new capital budget is included in the Capital Programme 20/21 which will be approved by Full council in February 2020 at the revised level of £33.194 million required to deliver this proposal
5. Approves that the sites of St Nicholas and Larkrise stay in use until the new provision is ready, and it is appropriate to consider children/young people transitioning to the new site at Rowdeford
6. Authorises the Executive Director of Children's Services, after consultation with the Cabinet member for Children, Education and Skills, the Director of Legal, Electoral and Registration Services and Chief Finance Officer/Section 151 Officer to take all necessary steps to implement Cabinet's decision

That this is achieved by:

- a) Approving that the Council would present a proposal to the School's Adjudicator to open a new amalgamated maintained special school
- b) Approving that the New School will have primary, secondary and Post 16 provision on the Rowdeford site (early years not to be included due to sufficiency)
- c) Noting and approving the proposal for a parallel programme of work to create a cross county approach to Post 16 special education and transition to independent living
- d) Approving the use of the statutory processes, (under the 'Making Significant Changes (Prescribed Alterations) to Maintained Schools' Guidance November 2018), to consult on the appropriateness of transferring the provision at St Nicholas and Larkrise to the Rowdeford site no later than 12 months before opening all the new provision. This consultation would be determined by:
 - The demand for places forecasted at the time of the consultation
 - The views of current and future stakeholders and particularly children and young people with SEND and their parent carers
 - The wider development of inclusive education for children and young people with SEND living in Wiltshire and the role of the New School within this system.

Reasons for Proposals

For Cabinet to consider the responses from the Representation phase of the consultation on proposals to close three special schools (Rowdeford, St Nicholas and Larkrise) and open a new amalgamated school across all three existing sites.

Terence Herbert
Executive Director

19 November 2019

Subject: Proposals for special schools in the north of Wiltshire - Outcome of statutory consultation (September 2019)

Cabinet Member: Cllr Pauline Church Cabinet Member for Children, Education and Skills

Key Decision: Key

Purpose of Report

1. The purpose of this report is to bring to Cabinet the responses from the Representation phase of the consultation on a proposal to close three special schools (Rowdeford, St Nicholas and Larkrise) and open a new amalgamated school across all three existing sites.



Relevance to the Council's Business Plan

2. This report is in relation to Wiltshire's Special School provision and is relevant to the following Business Plan 2017-2022 priorities:
 - i) Priority: Growing the economy
 - High quality special educational provision in all schools; ensuring that all pupils achieve the best possible outcomes and go on to enjoy the best start to adult life
 - ii) Priority: Strong Communities
 - Focus on delivering the educational provision, in-county, that children and young people with special education needs and/ or disability (SEND) require – the right education provision, at the right time, in the right place
 - iii) Priority: Protecting those who are most vulnerable
 - Ensuring that children and young people with SEND can have the best education and support, provided in good quality estate
 - Ensuring that special education provision in Wiltshire is equitably provided, reducing the number of pupils who must travel excessive distances to school
 - Special education provision that is better aligned with other related services (community health services, social care, and mental health for example) to improve access to, and provision of, required support
 - iv) Priority: Innovative and effective council

- Doing things differently to ensure that the Council can meet its statutory duties to provide the right education provision in the face of a rising population and growing demand
- Improving the focus on outcomes for all pupils with SEND

Background

3. In 2014 the Children and Families Act set out the need to develop the quality of engagement with families and children/young people with SEND. This has positively raised expectations about life outcomes for children with SEND and supported parent/carers, schools and community organisations to work with Local Authorities to develop and improve the quality of educational provision.
4. In 2018 Wiltshire was inspected through the SEND Local Area Inspection and the Council was endorsed in their vision and practice meeting the needs of children with SEND.
5. However, in order to achieve excellence, the Council recognised that it needed to further develop provision in Special Schools in Wiltshire. In November 2018, the Council identified four drivers for change:



- **Sufficiency of provision** – an additional 220 special school places are needed across the county by 2026, including a minimum growth of 50 places for Severe Learning Difficulties (SLD)/Complex Needs in the north. In addition, there is a need to reduce overcrowding in two of the special schools. It is widely accepted that both Larkrise and St Nicholas are accommodating significantly more pupils than appropriate, based upon current DfE guidance.
- **Quality of provision** – the physical condition of two of our special schools (Larkrise and St Nicholas) is challenging. Additionally, there is no Outstanding special school provision in Wiltshire and there is an ambition for the New School to achieve outstanding status as a priority.
- **Pupil Outcomes** – there is an ambition that the New School, as part of a system of excellence, provides *outreach* to mainstream schools to support the inclusion and improved outcomes of pupils with Moderate Learning Difficulties (MLD). In-reach will also offer MLD pupils (and their teachers and carers)

based in mainstream opportunities to learn from the New School. Additionally, there is a cohort of pupils at Rowdeford whose needs cannot currently be met within mainstream or SLD provision but thrive in the dedicated provision.

- **Financial pressures** – both on individual school budgets and on the High Needs Block (the special education funding element of the Local Authority's Dedicated School Grant (DSG) allocated from the DfE for school funding). Over the next three years it is projected that the current three special schools will have a total budget deficit exceeding £1m. It is also estimated that if the Council does not secure sufficient in-house provision it will spend approximately £9.4m more by 2026 for the projected additional independent special school spaces required as an alternative. This expenditure is estimated to increase by £2.1m annually thereafter. This cost is driven by placing children in independent provision which is significantly more expensive, and because there are very few places, even in independent schools, within easy distance of the county. New placements are, therefore, highly likely to be more expensive residential placements rather than day placements. Such an approach would be contrary to Wiltshire Council's vision that children live and learn in the county. An increased reliance on distant residential placements would not only place additional financial pressure on the high needs block, translating into costly packages of care as children transition to adult services, but also reduce the likelihood of young people becoming members of their communities in Wiltshire.



6. In November 2018 Cabinet agreed proposals to consult on closing Rowdeford, Larkrise and St Nicholas Special schools and on opening a new school in Rowde on the site of Rowdeford school. These proposals had been drawn together over the past three years, as part of the SEND Strategy 2015 – 19, to create new and improved educational provision for children and young people with SEND.

7. In May 2019 Cabinet:

- Approved the establishment of a new maintained special school with a single leadership team for the existing St Nicholas, Rowdeford and Larkrise schools as soon as possible and no later than 1 September 2021
- Approved the closure of St Nicholas, Rowdeford and Larkrise school as a related proposal on the 31 August 2021
- Approved expansion on the existing Rowdeford site to accommodate up to 400 pupils as part of the new special school by September 2023
- Approved that St Nicholas and Larkrise stay in use on their current sites until the new provision is ready, and it is appropriate for children to transition to the new site at Rowdeford.

8. The proposal was a significant change from the November 2018 proposal. These proposals were altered because:

- Cabinet felt that this was an appropriate response to the challenge presented by parent carer representatives, predominantly from Larkrise and St Nicholas schools, that those proposals would not provide sufficient local education for children and young people requiring a special school education in Trowbridge and Chippenham.

*St Nicolas Parent:
"I'm absolutely, wholeheartedly behind this, so long as we still carry on with choice."*

- Continued pressure on demand has not desisted and indeed could increase beyond the growth projections established in 2017, suggesting a need for further flexibility in provision going forward. Work is being taken forward to reduce such pressures led through a new Inclusion and SEND strategy which is currently in consultation. This has been supported by a recent ISOS¹ strategic review of support, services and provision for children and young people with high needs in Wiltshire. It is also acknowledged that some of the provision must be available for new pupils in September 2020.

9. Thus, key changes included:

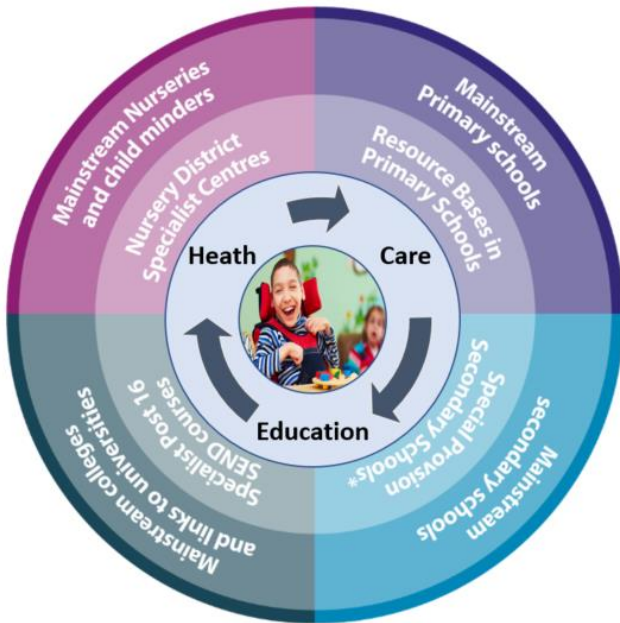
- An agreement that all three sites would be kept open until it is appropriate for children to transition, enabling a phased development of the New School buildings and a phased transition of pupils to the most appropriate accommodation for their needs. With all three sites in use, children/young people would only be placed or moved between sites as is most appropriate to meet the needs of their Education Health and Care Plan (EHCP) in consultation with the views and wishes of their parent/carers.

*St Nicolas Parent:
"Because this is going to be looked at by all other rural areas in this country, you must get a principal in who's an absolute beacon."*

THE VISION

10. Wilshire Council’s vision for a new amalgamated special school across the three sites affords a once in a generation opportunity to reimagine and improve education provision for children with a range of complex needs, working closely with parents and carers, teachers, social and health care professionals and children and young people themselves.

¹ <https://www.isospartnership.com/> - A research and advisory company with a track-record in developing policy, improving delivery, and building capacity within the public sector



11. The vision is to transform the education system to become significantly more inclusive and therefore better meet the needs of all our children who in turn will be better able to realise their own hopes, dreams and aspirations.

12. The Council wants every child and young person with SEND to have a brilliant education, and for mainstream schools and the wider communities across Wiltshire to access expertise in inclusion from the amalgamated New School. This means:

- Outstanding teaching from well-trained, well-paid, caring, specialist and dedicated staff

- Attractive buildings - safe, friendly, calm and engaging places with wide corridors and lots of natural light
- Strong links with mainstream schools, with a special outreach provision (or resource base) in at least one primary and one secondary school in each key locality
- New world class facilities and support: hydro-pools, sensory rooms, physio, open outdoor space, speech and language therapy, family care
- Strong and vibrant community links – with cafés, community gardens and public playing fields – with inclusive businesses and civic spaces and services that facilitate and advocate independent living for all
- Improved inclusion and outcomes for children with SEND at secondary age
- Effective links with specialist nurseries, offering children with special needs seamless attention from the time they are tots to their teenage years
- Good transport routes and means of transport between the sites, central to the home locations of children and young people with SEND

13. The Council is committed to children with SEND being educated wherever possible in mainstream education, improving inclusion and reducing demand on special school places. The new amalgamated school is pivotal to achieving this ambition within a system of excellence for all children.

Main Considerations for the Council

14. There are two main considerations for Cabinet in deciding on whether and how to implement the proposals put forward in May 2019:

- The responses and views put forward through the representation or consultation period between 1 to 30 September 2019

- The need for new places in 2020 and onwards, prior to the New School's additional places being available, and the potential for the requirement for additional places in 2023, being mindful of future demand.

The Representation Responses

15. On 2 September 2019 Wiltshire Council issued a Statutory Notice regarding the closure of:

- St Nicholas School, (Special) Malmesbury Road, Chippenham, Wiltshire, SN15 1QF
- Rowdeford School, (Special) 2 St Edith's Marsh, Rowde, Wiltshire. SN10 2QQ, and
- Larkrise School, (Special) Ashton St, Trowbridge, Wiltshire. BA14 7EB
- and the related opening of a new amalgamated special school across the three existing sites

A copy of the Notice and full proposal with a timeline can be found in Appendix 1

16. A consultation period was open for four weeks between 2 September and 30 September 2019 to enable the appropriate "representation" on the published proposals. All consultation responses are included in this report.

The Consultation Methodology

17. In September 2019 Wiltshire Council, in partnership with Wiltshire Parent Carer Council (WPCC), began the "representation" phase of the proposal. This included:

- Meetings run by Wiltshire Council for:
 - Parent/carers with children/young people being educated in each of the schools
 - Staff and governors of the three schools
 - Pupil representatives at each of the three schools
 - Wiltshire Youth Union
- An online survey
- A webinar run by WPCC for parent/carers across the county including parent/carers of younger children currently attending district specialist centres (Nursery settings for children with Special Educational Needs and Disabilities)
- An email address where all longer comments and concerns could be sent
- Officers meeting with representatives of the Friends of Larkrise and St Nicholas

18. Links to the online documentation and consultation options were shared with:

- All neighbouring Local Authorities
- Local Authorities other than Wiltshire maintaining or funding children's EHCPs who attend one of the special schools
- Local Area Boards and parish/town councils
- Provider stakeholders e.g. Virgin Care and Oxford Health
- Wiltshire Parent Carer Council (WPCC)
- All Wiltshire schools via Right Choice and via direct email
- Special schools in neighbouring counties

- District Specialist Centres and the Portage Service
- All registered early years and childcare provision in Wiltshire
- Post 16 education providers
- The DfE

19. A summary of the meetings held is below:

Meeting hosted by	Where	Audience	Number attended	When	Time
Wiltshire Council	Rowdeford	Staff	16	12 Sep 2019	15.30 – 16.30
Wiltshire Council	Rowdeford	Parent carers	9	12 Sep 2019	16.45 – 17.45
Wiltshire Council	Rowdeford	Governors	6	12 Sep 2019	18.00 – 19.00
Wiltshire Council	St Nicholas	Parent carers	3	18 Sep 2019	14.30 – 15.30
Wiltshire Council	St Nicholas	Staff	30	18 Sep 2019	15.30 – 16.30
Wiltshire Council	St Nicholas	Governors	6	18 Sep 2019	18.00 – 19.00
Wiltshire Council	St Nicholas	Parent carers	7	18 Sep 2019	19.00 – 20.00
Wiltshire Council	Larkrise	Parent carers	10	19 Sep 2019	14.15 – 15.15
Wiltshire Council	Larkrise	Staff	16	19 Sep 2019	15.45 – 16.45
Wiltshire Council	Larkrise	Governors	3	19 Sep 2019	17.00 – 18.00
Wiltshire Council	Poplar College	16+ students	11	24 Sep 2019	13.00 – 14.00
Wiltshire Council	St Nicholas	Pupils	10	24 Sep 2019	14.00 – 15.00
Wiltshire Council	Rowdeford	Pupils	25	25 Sep 2019	11.15 – 12.15
Wiltshire Council	Larkrise	Pupils	25	25 Sep 2019	13.30 – 14.30
WPCC	Webinar	Parent carers	Open	25 Sep 2019	18.00 – 19.00
Wiltshire Council	County Hall	Wiltshire Youth Union	20	26 Sep 2019	18.00 – 19.00
Wiltshire Council	County Hall	Parent carers	7	30 Sep 2019	10.30 – 11.30

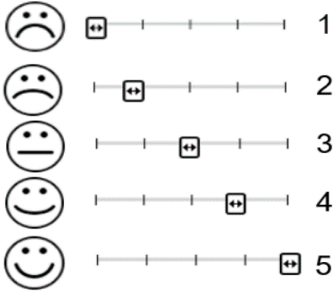
20. There were lower levels of engagement online in comparison with the pre-publication consultation, with 93 responses:

- 35 from “Parent/carer of a child attending Larkrise, St Nicholas or Rowdeford School”
- 3 from “A child or young person attending Larkrise, St Nicholas or Rowdeford School”
- 8 from “Friend or other relative of a family with a child attending Larkrise, St Nicholas or Rowdeford School”
- 31 from “Staff member or governor of Larkrise, St Nicholas or Rowdeford School”
- 16 from “Professional with an interest in special educational needs and/or disability”
- 16 from “Parent/carer of a child with a special educational need and/or disability being educated elsewhere”
- 4 “Friend or other relative of a family with a child with a special educational need and/or disability being educated elsewhere”
- 9 “Other”²

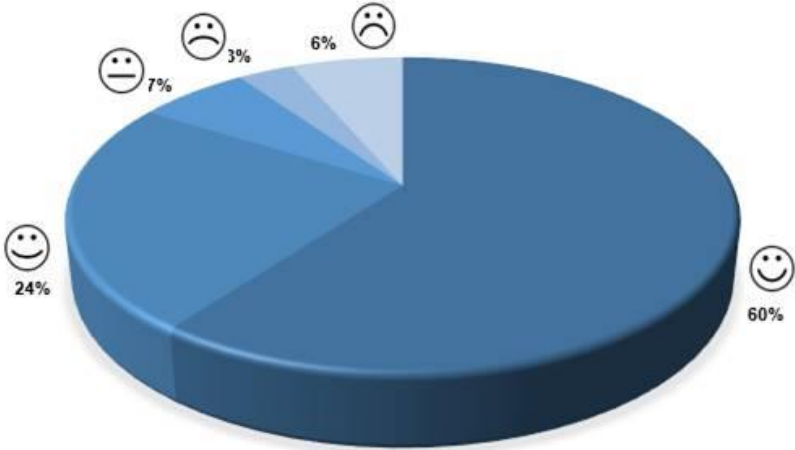
21. Of those that recorded that they were linked to one of the schools, there was an even split of representation (approximately 26 for each school).

² (NB recipients could tick more than one category)

22. The responses to the questions in the on-line survey are outlined in the charts below (A copy of survey and additional comments made can be viewed in Appendix 2). In order to make the survey useable by children and young people as well as other stakeholder, emojis on a sliding scale were used rather than descriptors. (numbers have been added here for reference, and were not shown in the survey, e.g. emoji 1)

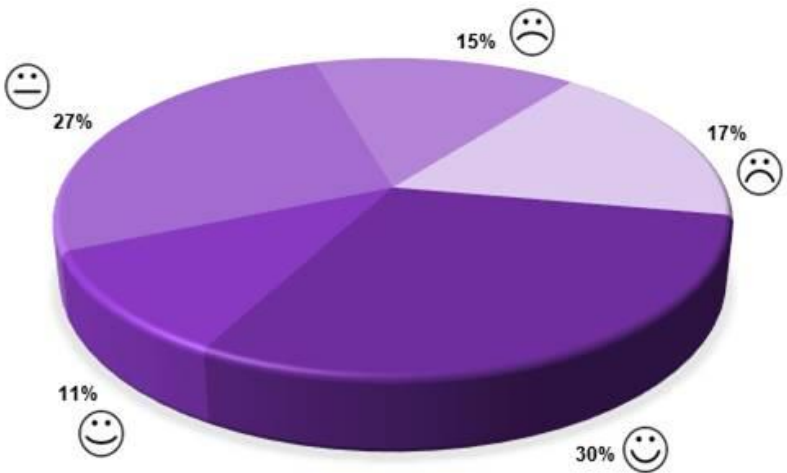


Use the slider to show if you're happy that there will be Post-16 provision at the new school?



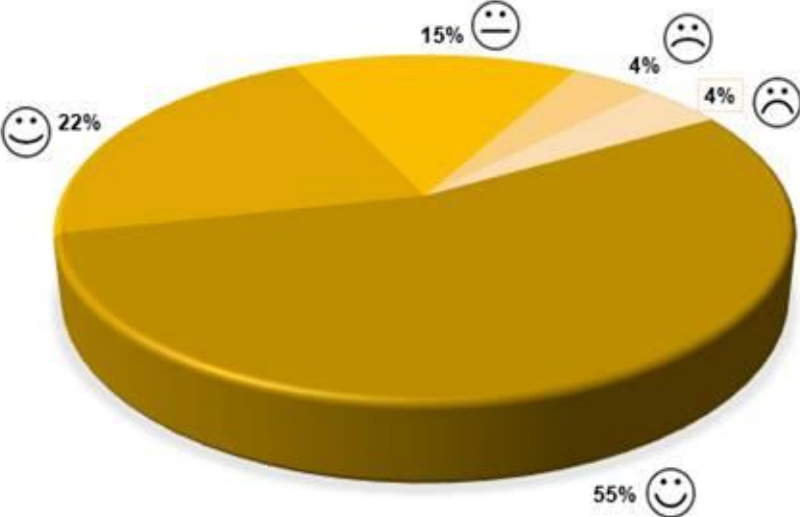
There was strong support for developing post 16 provision and respondents were hopeful that a “virtual” school approach alongside a presence at the new school site would be a positive development.

Are you happy that we don't need to have nursery (early years) provision at the new school?



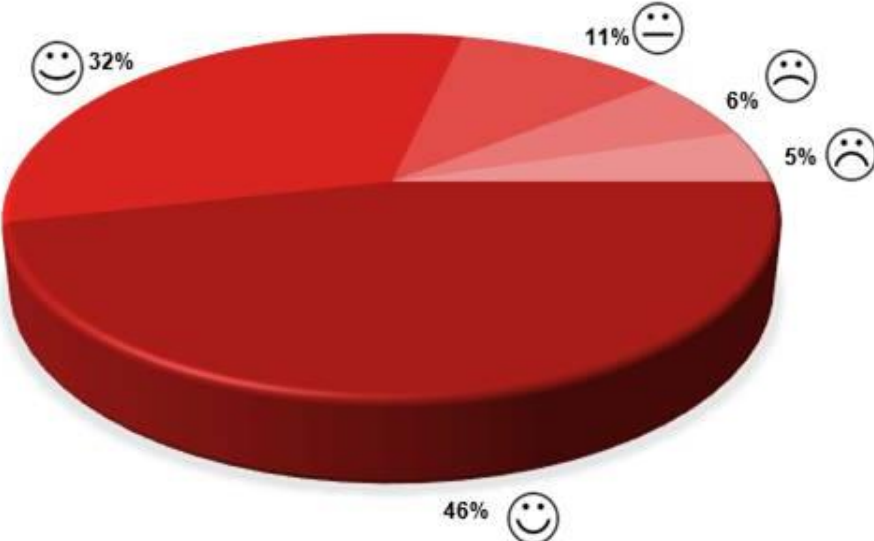
23. Consultees in the pre-consultation phase asked that pre-school activity should not be replicated in the new provision as the District Specialist Centres ensure sufficient and high-quality provision. 41% supported that there should not be early years provision, with 27% not having a strong view either way.

Are you happy that the new school is planned to be a local authority-maintained school as opposed to an academy?



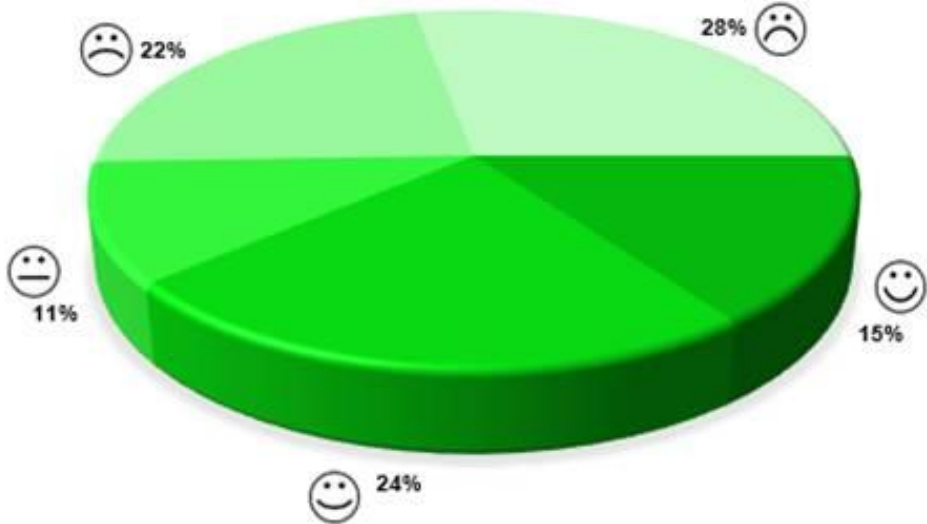
24. There continues to be strong support (77%) for the new school being a maintained school. This came up frequently in the representation meetings, with a lot of active support for the Local Authority being involved alongside existing governors, parent carers and pupils in the development of the new school.

To what extent do you think the new school should support mainstream schools about being more inclusive and accessible to children and young people with SEND?



25. This was one of the areas of strongest support, with many parent/carers wanting to see links with mainstream schools. However, there was a small minority who felt that this would not be helpful for all children/young people.

To what extent do you support the proposal?



26. 39% of respondents choose an emoji that supported the overall proposal. 11% did not have a strong view either way. Of the 50% that gave low scores (emoji 1 or 2), the main reasons given were: the resulting size of the new school at Rowdeford would be too large ('untenable', 'overwhelming', 'institution'); and the decision to build the extra places in a perceived isolated location (lack of community facilities, distance to travel; concerns over current road infrastructure to accommodate increased traffic). There was also a concern about jeopardising what makes Rowdeford 'special' – sacrificing space for numbers. Most respondents who selected emoji 1 or 2 were assuming that the proposals still meant Larkrise and St Nicholas schools would close in two years' time and that parental choice will be removed. For some, there is a desire that the investment should be split between the three sites (Chippenham, Trowbridge and Rowde). The MP for South West Wiltshire, Rt Hon Andrew Murrison, responded that the St Nicholas and Larkrise sites should remain for Key Stages 1 and 2 at least.

27. Of those who were supportive of the proposal, additional comments included: a desire that the three sites should stay open beyond 2023 to allow for parental choice in the future; that the inclusion agenda expands to "reducing the discrimination and stigma that surrounds children and adults with disabilities in the county of Wiltshire" and a wish that secondary schools adopt the Resource Base facility currently evident in primary provision. Comments also included that the school site was specified in EHCPs and not the generic school name to allow for parental choice. Some expressed concern over the lack of investment in Larkrise and St Nicholas and a fear that these sites will be 'run down'. There was also a request that resources are made available

*St Nicholas Governor:
 "It's quite hard to have belief when you feel you've been let down so often. But we are willing to work with you as long as we feel that you are working towards the best interests of all the children not just the ones who are here."*

to expand provision to the new site. E.g. funding to enable early starts for staff so that they could be trained and get to know the children/young people.

28. For those choosing emoji 3, they were mostly unsure of the detail and how the New School will meet the needs of all parent/carers, staff and pupils and were not confident about what they were supporting. There was an appreciation that more places are needed but a hesitation given in supporting Rowdeford as the best location for all these additional places.

Analysis of the Representation Meetings, Letters and Emails

29. A copy of the transcripts staff, parent carer and governor meetings are attached as Appendix 3. To view the WPCCC webinar for parent carers [click here](#)³. A copy of the letters and emails received is attached as Appendix 4. Letters that specifically refer to individual children, or the respondent has not given consent to share their response, are not being made publicly available, but have been shared with Cabinet Members with names redacted as appropriate. The audio tapes of all meetings have been made available to the Cabinet Member for Children, Education & Skills. Key points from the meetings included:

*Staff event:
"Sharing tasks is fine but we've got a lot of expertise and it does feel like there's going to be cuts somewhere. And Admin and SLT seemed to be the prime factors and I think children are the most important thing, obviously, but it's very hard looking forward in a year's time to see where I'm going to be."*

Where	Audience	Key themes
Rowdeford	Staff	<ul style="list-style-type: none"> • Broadly in support of the proposal • Some voiced concern about loss of space • Recognition of professional development opportunities • Welcomed the opportunity to grow and become a nationally recognised school
St Nicholas	Staff	<ul style="list-style-type: none"> • Concerns about all the funding going to Rowdeford and that St Nicholas would be a poor relation • General concerns that the Local Authority was intent on shutting all but the Rowdeford site • Admin staff were concerned about job security • That this was an opportunity for career development
Larkrise	Staff	<ul style="list-style-type: none"> • Concerns made about the potential loss of provision in the locality and that this was a key part of the success of the provision at Larkrise • Concerns about lack of capital investment in Larkrise • Concerns about job security and opportunities going forward • Wish for better understanding of New School staffing model and any transition arrangements • Worried about the children they teach

³ <https://register.gotowebinar.com/recording/8649164585650968834>

Where	Audience	Key themes
		<ul style="list-style-type: none"> Concerns about the lack of experience in teaching children with complex needs at Rowdeford
Rowdeford	Parent carers	<ul style="list-style-type: none"> Some parent carers voiced concerns that they had read negative historical concerns in the press On the whole, support for the new proposal
St Nicholas	Parent carers (2 sessions held)	<ul style="list-style-type: none"> Some concerns about the actual clarity of the final proposal Many favourable comments about the potential of a 3 site 1 school solution – the beacon of excellence that this might afford was an ambition that resonated with several parent carers
Larkrise	Parent carers	<ul style="list-style-type: none"> Strong concerns and opposition to the proposal as it was believed that the LA was intent on closing the Larkrise site Feeling that the proposal was misleading Concern that there is no capital being allocated to enhance the SEND provision in Trowbridge Some parents articulated a lack of trust in the LA and officers
County Hall	Parent carers	<ul style="list-style-type: none"> Generally supportive of the 1 school 3 site model, feeling this gave parent carers greater choice A desire for regular engagement in order to move the proposal forward
Rowdeford	Governors	<ul style="list-style-type: none"> The Chair of Governors spoke favourably about the proposal in general Much discussion was had on the nature and make-up of the proposed Shadow Governing Body and the Governing Body
St Nicholas	Governors	<ul style="list-style-type: none"> Lack of clarity about the actual configuration being proposed A number of concerns raised about the proposal Many felt that trust had been eroded over time They felt they had not been listened to previously but felt that a new relationship was potentially being built and wanted to work with the LA on any proposal going forward Supported the wider inclusion agenda
Larkrise	Governors	<ul style="list-style-type: none"> Very positive views expressed about the choice that a 3 site 1 school proposal afforded parent carers It was felt that the proposal (if all 3 sites were kept open) was an exciting opportunity The governors chose to lead the meeting with a set of questions for the LA officers, wanting to get clarity on the best way forward
Poplar College	16+ students	<ul style="list-style-type: none"> Positive discussion about what is working well at Poplar College.

Where	Audience	Key themes
		<ul style="list-style-type: none"> • Some concerns about travel arrangements • Enjoyed the range of sporting and recreational activities afforded by Poplar and wanted to ensure they continued to build on this in the New School
St Nicholas	Pupils	<ul style="list-style-type: none"> • The hydrotherapy pool, walking, gardening, outside space were among those things they liked and wanted to build on • They wanted to have more outside space • Children enjoy the interaction with the Chippenham locality • They have the Paralympics in the summer in partnership with Hardenhuish
Rowdeford	Pupils	<ul style="list-style-type: none"> • They felt that vocational options, work skills and community interaction were very important • Lots of emphasis on the hands-on activities – go carting, swimming etc. • Interest and support for a 6th form offer although some wanted to consider whether they might be better served in alternative post 16 provision • Desire for enhanced lunchtime facilities • Journey to and from schools was problematic to some, but liked by others
Larkrise	Pupils	<ul style="list-style-type: none"> • Students enjoyed the ease in which they could integrate into the local community • A desire for more play activities • Wanted to continue to use their excellent IT skills going forward
County Hall	Wiltshire Youth Union	<ul style="list-style-type: none"> • The young people expressed some support for the 3 sites 1 school model • The importance of locality provision was emphasised • The efficacy of primary bases was mentioned as potentially offering a model for secondary provision • The young people were keen to engage in any shadow governing body and actual governing body if possible as associate governors • There was strong support for the inclusion agenda

30. There was widespread support for keeping the three sites open, with parent carers appreciating the choice this gives them. Having a single integrated leadership team to run all three sites was broadly supported. In the meeting with parent carers, staff and governors, many remained sceptical of the Council’s intent and believed the approach is disguising a longer-term intent to still close two of the sites. Some expressed disappointment that there is no capital development money for Larkrise and St Nicholas and fear this will lead to both sites becoming the poor relations in comparison to the Rowdeford site. Of those that supported the proposal, there was an overwhelming belief that there should not be further delay in getting on with the proposal and wanted to get greater clarity as to exactly what this will mean for pupils in the coming years. Some governors and staff from Rowdeford expressed concern that they will be losing space.

31. The clause “Approves that St Nicholas and Larkrise stay in use on their current sites until the new provision is ready, and it is appropriate for children to transition to the new site at Rowdeford” was felt to be ambiguous. For some, this was positive and shows that all stakeholders will consider how best to use the three sites in a sensitive way going forward. For others, this suggested that the Council remains committed to the one site proposal. In the minds of a significant number of consultees it would never be “appropriate for [some] children to transition” to the new site at Rowdeford.

*St Nicholas Governor:
“If it's a hearts and minds exercise by the local authority, it's welcome, if it's genuine but please beware the lack of trust we've had over the last four years, you've got a huge hurdle on that but I think if you can get across and it's plausible and it looks as if we will have a say in how all this works and there is a good chance of getting what is best for our children and the school then yes you can get us on board but there's a long way to go.”*

32. There was a strong view that each of the schools make good use of and contribute to their localities and that this affords good opportunities for young people to develop independent living skills as they transition to adulthood. However, this positive view was often limited to one location and not believed to be possible at other sites.

33. Some staff, particularly in administration positions, were anxious about their jobs. However, many felt that a one school, three sites model could offer career opportunities.

34. Planning for the transition of pupils from and to the various sites needs to be sensitively considered taking account of the parallel construction, and curriculum and pastoral developments that need to be managed to ensure that the New School operates effectively in academic years 2020-2021, 2021- 2022, 2022-2023 and then on opening the full New School places in 2023. Staff particularly discussed that while all three sites would remain open this may mean that, in time, terms and conditions may need to change to enable good provision at all locations. This was seen both negatively and positively. It was acknowledged that offering all children/young people opportunities to move site should be considered.



35. There was a widespread agreement that a change management plan should provide support and professional development to ensure all staff improved their skills and abilities to teach a wider range of children and young people. It was strongly emphasised that there should be budgetary provision for this.

*Online response:
 “The whole proposal smacks of a return to ‘institutionalised education’, where all the children with special needs are thrown together in one place, out of the public gaze and segregated from the rest of society.”*

Feedback from young people

36. Officers visited all schools and met with pupils. Notes from these meetings are attached as Appendix 5. Pupils like their staff and want to build on these positive relationships. They want to be part of their localities and integrated with their peers and wider public. Facilities such as the hydrotherapy rooms are widely enjoyed. Travel arrangements for some are not liked. Some are travelling very long distances and spend a long time in taxis, something further negatively compounded if taxis arrive early to school and have to wait before allowing pupils to disembark. Equally, some said how much they like their journey to school and would like to see, more onboard activities, breakfast clubs and after school clubs to extend their day.

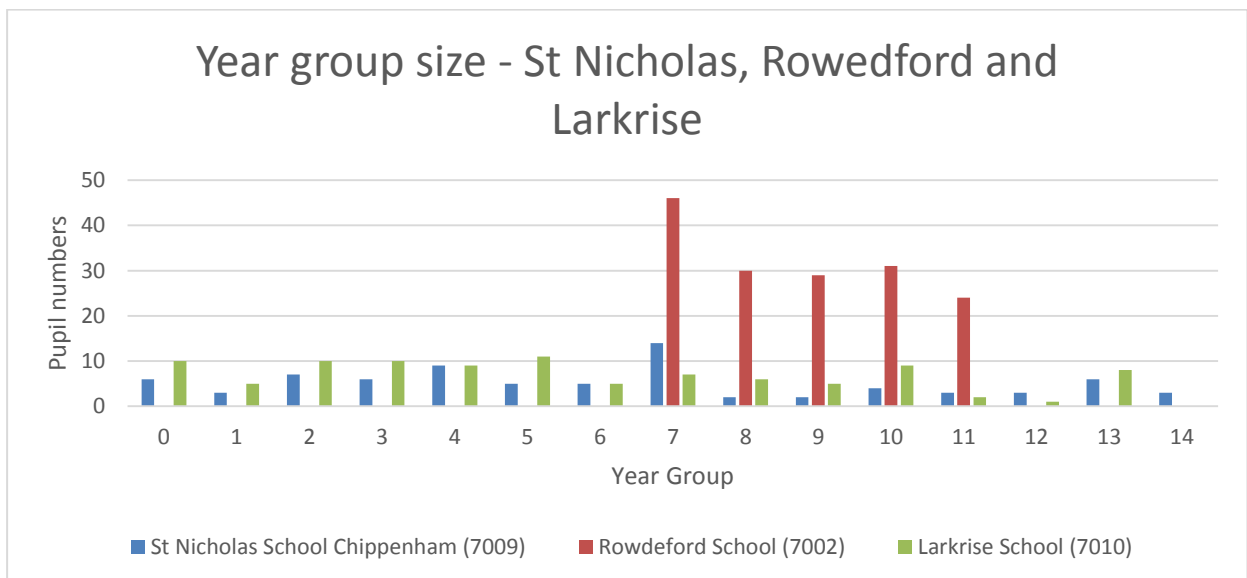
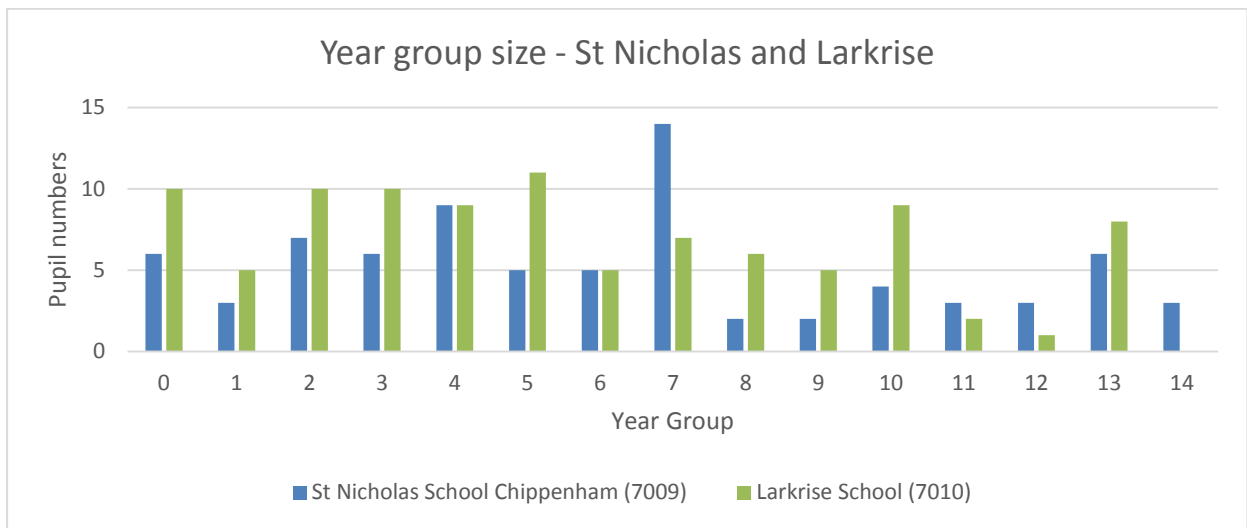
Overview of demand for special school places

37. In 2017 it was identified that 31 additional places, and particularly 12 places for children/young people with complex needs, would be needed in 2019. Places have been increased at both Larkrise and St Nicholas to meet this demand, but they are now well over and above their appropriate capacity. There is no room for further expansion.

By SEN Designation	Placements in Wiltshire Special school Special Schools 2017 (5 – 16yrs)		2yrs (2019)			5yrs (2022)			9yrs (2026)		
	Current places North	Current places South	North	South	All new	North	South	All new	North	South	All new
ASD	111		4	9	13	24	22	46	50	40	90
SEMH	68		2	3	5	10	9	19	21	17	38
Complex	279	82	4	8	12	23	20	43	49	37	86
Sensory			0	1	1	2	1	3	3	3	6
All	458	82	11	20	31	58	52	111	123	97	220

38. As such there are two points of pressure on demand for special school places. Firstly, the continued growing demand for places related to new housing and the impact of the 2014 Children and Families Act which led to the proposals for a New School. Secondly, the demand for more places by September 2020, the current limited number

of resource bases places and some parental concerns about Enhanced Learning Provision in secondary schools which is increasing short term demand.



39. Each August/September fewer pupils leave than start (see above for demand in younger year groups). This creates a pressing demand for September 2020 to establish additional places as not enough pupils are leaving to create space for new start pupils. It is hoped that the implementation of a SEND and Inclusion Strategy (currently in consultation) will result in the inclusion of more children in mainstream schools, leading to a reduction in demand for additional special school places. It should be noted that housing growth may create an additional pressure.

40. During the period of the consultation, Heads and Governors from the three schools have been meeting with officers to propose future operating models and to discuss how the longer-term plans could meet immediate demand. These were also actively discussed within the pre and statutory consultation phases.

41. The increase in demand above, added to the known demand modelling from housing and EHCP growth and numbers from District Specials Centres⁴ for 2020, would suggest that an additional 20 – 43 places will be needed over the next 3-4 years prior to the new places being ready in 2023. Officers are working with the headteachers to look at a phased primary provision on the Rowdeford site to reduce demand at the other two sites.

*Rt Hon Dr Andrew Murrison MP
 “As a minimum the decision in principle should be taken now to maintain Larkrise for key stages 1 and 2. That would be a reasonable compromise and an indication that the Council has listened to the community. It would ensure that the Council can make further inroads into reducing expensive and traumatic out of county placements and add future-proofing to the benefit of all involved in the north of the county.”*

(Sep) 2019	2020	2021	2022	2023	New build	Refurb
Refurbishment of existing school accommodation (20 places)						20
Enabling core infrastructure						
Enhancement for complex users - Buzzard block (30 places)						30
Primary school block (70 places)					70	
	Sixth form block (30 places)				30	
	Secondary block (100 places)				100	
	Redevelopment of main house & Orchard block (50 places)					50
		Final phase new build (100 places - 50 primary & 50 secondary)			100	
		Total places			300	100

⁴ Nursery settings for children with high SEND

An indicative plan is outlined below:

<p>September – December 2019</p>	<ul style="list-style-type: none"> • Business as usual for the day to day running of the 3 schools • Work with Heads, Senior Leadership Teams and Governors to consider best ways of collaborating prior to any decision by the Schools Adjudicator, thinking about a Pre-Shadow Governing Body approach to moving such collaboration forward in an equitable manner • Work with architects and estate planners regarding possible master plan for the site and any early works needed to accommodate pupils in 2020. • Parent carers and pupils engaged in thinking about possible transition opportunities that the New School might afford as part of the Annual Review process
<p>January– April 2020</p>	<ul style="list-style-type: none"> • Establishment and operation of Shadow Governing Body • Shadow Governing Body sets out a work plan • Job description created for Executive Head and advert published • Vision statement and admissions policy created by Shadow Governing Body • Transition arrangements further developed • Executive Head for New School appointed • Appoint a main contractor using a “Develop & Construct” approach using the Southern Construction Framework • Work collaboratively with main contractor’s design team using a system of open book pricing to deliver the project from RIBA Stage 1 through to Stage 7
<p>May – September 2020</p>	<ul style="list-style-type: none"> • Develop the staffing model in preparation for New School • Refurbishment of existing school accommodation to provide for additional pupils • Continue to work with main contractor to work up the development • Plans submitted for new build • Integrate the changes to special schools with the wider Inclusion and SEND Strategy
<p>From September 2020</p>	<ul style="list-style-type: none"> • Open New School • Headteacher in post • Governing Body established • Refurbished places available (20 places) Possible start of reception

By September 2021	<ul style="list-style-type: none"> • Refurbishment of existing school accommodation available (30 places) • Potential reception and year 1 on Rowdeford site
By September 2022	<ul style="list-style-type: none"> • Core infrastructure complete • Primary building complete (c70 places) • Decant to new building • Expanded inclusion and outreach work with extensive use of virtual team around the child across all SEND services • Consultation on the number of sites
By September 2023	<ul style="list-style-type: none"> • Secondary build complete (c100 places) • Sixth form build complete (c30 places) • Redevelopment of main house & Orchard block, potentially with a focus on integrated therapy, health and care (c50 places)
By September 2024	<ul style="list-style-type: none"> • Final phase new build (c100 places: 50 primary and 50 secondary)

Overview of the process

September	Representation
November	Cabinet
November	Proposal to Schools Adjudicator
December	Decision (but dependant on Schools Adjudicator)
from January 2020	Shadow Governing Body
April 2020	Interview Executive Head
Sept 2020	Executive Head starts
Sept 2020	Single School Governing Body
By 2021	Single school leadership team
Sept 2023	New building works complete (with potential flexibility around the final phase that can be aligned to future demand).

42. Post 16 education will be provided at the New School to support young people to make a successful transition into adulthood and independent living. Support will be provided at a pace and level which is appropriate to need and aspirations. The focus will be on raising aspirations and supporting pupils to achieve the best possible outcomes in education, employment, independent living and participation by:

- Providing a period of continuity of care, support and guidance within all aspects of independent living
- Assisting and promoting the key aspects and skills required to enable a young person to adapt to change
- Preparing young people for the transition into adulthood
- Supporting further education/employment opportunities
- Promoting positive health, wellbeing and lifestyle choices

Overview and Scrutiny Engagement

43. As part of an on-going engagement with Overview and Scrutiny, the proposal was presented to the Council's Scrutiny group on 30 September 2019. The positive

engagement with the Heads of the three schools and their governing bodies and parent carer representatives was outlined and well received. Planning considerations for the academic years 2020, 2021, 2022 and 2023 were reviewed. There was an appreciation of the complexity of these considerations. Scrutiny asked for further detail regarding the planning for the amalgamated school. They want to ensure that the building works are appropriately managed to align with a phased transition of pupils on to whatever is the final configuration of learning services on the three sites.

Safeguarding Implications

44. The staff at Rowdeford currently teach secondary pupils with predominantly moderate learning difficulties. The proposal will mean primary pupils and secondary pupils with severe learning difficulties will be taught on the site. This will mean existing and new staff will need training to support these learners. Staff with the appropriate experience and expertise will need to be recruited to positions on the Rowdeford site as increased places become available. Post 16 students with severe learning difficulties will also be taught on the site. Staff will need training or to be recruited with the appropriate experience to be able to accommodate these learners.
45. The Rowdeford site is not currently configured for large numbers of non-ambulant pupils. Specific attention will be needed to ensure that the physical environment allows for those with severe learning difficulties.
46. Whilst entrance and egress from the Rowdeford site is currently acceptable, there is a concern that the 50 mile an hour road presents a safeguarding issue when the number of vehicles on to the site significantly increases.
47. The current travel times for some special pupils exceeds guidelines. This is exacerbated by taxis arriving early on the three sites and then waiting, sometimes for considerable periods of time, before students can alight from the vehicle. This is not appropriate as is and there is concern that this would be exacerbated with more taxis coming onto the Rowdeford site. Further work will be required as numbers of pupils on each site are established to ensure safe and appropriate journeys and should be prioritised in the first phase of the work.

Public Health Implications

48. The provision of education, especially in a SEND context, positively contributes to population health and wellbeing. Access to high quality education plays a vital role in providing the foundations needed to ensure that all children have the best start in life, giving them the ability to learn and understand about health and wellbeing and have the opportunity to live healthier lives.
49. By keeping all three sites open there would be minimal changes to travel routes and times for children and young people. Indeed, having additional specialist provision, particularly for children and young people with complex needs in Rowde, would be more convenient for those parent carers in the East of the county and will reduce their travel times.

*St Nicholas staff comment:
"I think the concern is that a lot of money is going to be put into this new site and all the new resources for the new site and that us and Larkrise will kind of just be left to sort of struggle on as we have been"*

50. The main health and care providers in Wiltshire were consulted - Virgin Care (the current provider of community health care in Wiltshire), Oxford Health (the current provider of mental health support for children), Wiltshire Ambulance Trust and Air ambulance, the three main hospitals which support Wiltshire patients (Great Western Hospital in Swindon, Bath Royal United Hospital, and SFT in Salisbury). They were supportive of the enhanced facilities planned for the new development on the Rowdeford site feeling this could increase access to continuing care provision such as Speech and Language Therapy, Physiotherapy, Occupational Therapy, and Paediatricians.

Procurement Implications

51. A feasibility cost appraisal based on the initial design response has been carried out identifying a forecast project cost of up to £33,083 million inclusive of construction costs, fees, equipment and furniture and contingencies.

52. As this proposal is only at the initial stages, this is an outline feasibility. Further work needs to be undertaken on the brief and design when Cabinet has made a final decision. Consequently, this report presents three scenarios. The best-case scenario of c£28m assumes no risks would be encountered. The worst-case scenario of c£39m accommodates significant risks that officers currently feel can be appropriately mitigated for. Hence, the likely cost at this feasibility stage is estimated at c£33m. This figure also allows for a staged build which could potentially enable an earlier start for some pupils e.g. primary or secondary and an early start to internal changes within the existing Rowdeford main building to enable placing of children in 2020 onwards.

53. The route to market for the procurements needed to deliver the outcomes will be agreed through a resourced project plan with the Council's Strategic Procurement Hub and the development of Sourcing Plans for each procurement above the EU supplies and services threshold.

Description	Predicted Cost		
	Best case	Worst case	Anticipated
	£ Million	£ Million	£ Million
Construction Works Costs:			
New build works	20.527	20.527	20.527
Refurbishment of existing school accommodation	2.095	2.095	2.095
External works	1.607	1.607	1.607
Demolitions & asbestos	0.169	0.169	0.169
<i>Construction Works Sub-total</i>	<i>24.398</i>	<i>24.398</i>	<i>24.398</i>
Non-Works:			
Fees and management	3.000	3.000	3.000
Fixtures, Fittings, Equipment (including ICT equipment)	1.250	1.250	1.250
<i>Non-Works sub-total</i>	<i>4.250</i>	<i>4.250</i>	<i>4.250</i>
Risks (contingency pot)	0.000	0.000	0.000

Statutory External Factors	0.000	2.985	2.178
Non-Statutory External Factors	0.000	0.482	0.295
Project Definition	0.000	1.625	0.825
Design & Technology	0.000	1.336	0.848
Contractual	0.000	3.155	2.497
Site Conditions	0.000	0.768	0.387
Financial & Commercial	0.000	0.028	0.028
<i>Contingency sub-total</i>	<i>0.000</i>	<i>10.379</i>	<i>7.057</i>
Risk that could be backed off to contractor	0.000	0.000	-2.512
Total Forecast Project Cost	28.648	39.027	33.194

54. In all three scenarios, the following costs are to be expected:

- The construction works costs are £24.4m
- Fees and management are just under £3m (c10%)
- Fixtures, Fittings and Equipment are just over £1m

55. In light of the pressing demand to potentially introduce 20 additional school places at Rowdeford for September 2020, planning will need to ensure that whatever solution is arrived at, it will not jeopardise the future development of the site.

Equalities Impact of the Proposal

56. At every stage of the process of developing proposals, Equalities Impact Assessments (EIA) have been carried. Appendix 6 has the revised version considering the issues identified through this Cabinet report. The most recent EIA suggests that the amalgamated proposals retains a similar level of impact on equality/diversity issues. The EIA has shaped and informed the proposals and will continue to be a process that will support secure decision making. The consultation has been extensive and inclusive, and every attempt has been made to get the views of interested parties.

57. Cabinet is required to pay due regard to the need to eliminate discrimination, however, it is not always possible to eliminate all negative impacts of a decision on a particular group. This report and the subsequent recommendations seek to decrease or eliminate any disadvantage for any children or family involved. The proposal for a new amalgamated school embracing all three sites, positively seeks to offer greater access and diversity of curriculum and support in a world class learning environment.

58. The wide4r impact assessment looked at the four indices below in relation to protected characteristics as follows:

Sufficiency

59. The proposal affords up to 400 places on the Rowdeford site. If the Inclusion and SEND strategy is successful, then there might not be need for the 400 places at Rowdeford. There are a number of unknowns that need constant review in the coming years to ensure we have the correct configuration of places. Notably, potential housing growth; and the impact of the Inclusion and SEND strategy going forward. The build programme allows for key stages of review.

Quality

60. There is widespread support for the substantial investment by the Local Authority, although some argued that this investment should not be confined to the Rowdeford site. Further work needs to be done to better integrate Health and Care into the Education across the three sites. Staff and stakeholders have a substantial change management journey.

Outcomes

61. The aspiration is for the New School to become outstanding at the earliest opportunity to the benefit of pupils. The outreach model is predicated on all schools and settings looking to the New School for training and development. They will only do so if the services offered are considered outstanding.

Parent online response:

"I think there are many children who, despite being able to access some of the curriculum, will find the environment of a mainstream school, too fast, too bright, too loud and ultimately overwhelming. The focus in many mainstream establishments is out of kilter with the needs of many of these children, who may have physical, emotional, communication, behavioural and sensory needs that need to be met before learning can even start"

Financial Efficacy

62. The initial operational modelling suggests that a three-site solution, that reduces overcrowding, is financially sustainable. In addition, the capital investment is balanced by the reduction, over time, in independent special school placements and reducing spend on transport associated with this.

Environmental and Climate Change Considerations

63. The amalgamation seeks to keep facilities at all three



sites thereby reducing the need to build on greenfield sites and repurposing existing buildings; focusing on sustainability and eco-friendly construction best practice. The feasibility plans for the three-site development is looking at all the plant in the schools to consider if it might be replaced with more energy efficient options and technologies. The project is looking to reduce carbon emissions whilst adding a further 100 places across the three sites.

This represents an overall reduction from current levels of 30% by 2023.

64. The aspiration is to reduce the demand for transport by increasing choice for specialist places. This should reduce the carbon emissions from vehicles used to transport the students. By focusing on outreach work with "bases" and mainstream schools and settings there should be a decrease in demand for specialist places that require transport, with local schools and settings being more inclusive of SEND pupils nearer their own homes.

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

65. There are a number of risks associated with not making a decision:
- Inability to provide sufficiency of SEND places in the north of the county
 - Continued uncertainty for staff, parents and children/young people
 - Continued revenue pressures
 - Children/young people continuing to be educated in buildings not fit for purpose
 - Children/young people continuing to be educated in communities away from Wiltshire

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

Risk short name	Cause	Event	Effect
Business and Financial Risk	The risk that the overall business strategy and plan will be ineffective	The Council won't have enough places for children and young people with SEND	This will mean having to pay significantly in excess of the funding allocated to these pupils for places in the independent special school market
Reputational Damage	The Council does not have support for the proposals from staff, governors and parents	Public demonstrations against the Council proposal	Public loses confidence in the Council
Legal Challenge	Stakeholders believe that there is sufficient evidence to show that the council: - Has not reached a reasonable decision from the information available - Has not used the appropriate information - Has not followed procedure appropriately	Judicial review	Schools Adjudicator has to make the final decision based on all evidence including any potential legal challenge

Risk short name	Mitigating Actions
Business and Financial Risk	Detailed planning with Heads and governors of Larkrise, St Nicholas and Rowdeford to propose additional places for 2020. Request for early works and staffing to make good new spaces in time for new students in September 2020
Reputational Damage	Regular and open discussions with parent carers, staff, students, governors and other stakeholders, to co-produce the proposal for the New School
Legal Challenge	The 1 school 3 site solution has, on the whole, been well received

The full Risk Register is shown in Appendix 7.

66. **Financial Implications** (i) Capital Programme - The estimated and anticipated capital costs (building cost) of £33.194 million are shown in the paragraph [above](#).

67. There will be a further consultation at a suitable point in the build (no later than 12 months before the availability of all the new school places) moving towards 2023 to assess whether:

- The full 100 additional places, as provisionally indicated in the final phase of construction, should all be built at Rowdeford
- The Larkrise and St Nicholas sites should remain open based on continued demand
- There should be consideration of a free school application or additional resource to create a new site or school in Trowbridge and/or Chippenham.

(ii) Dedicated Schools Grant

68. The revenue cost of special schools and out of county placements is met from the high needs block of the dedicated schools grant (DSG).

69. The Quarter 2 budget monitoring report to the Cabinet updated the forecast overspend on the high needs block, a forecast overspend of £5.900m. Both nationally and locally, demand for special school placements has shown considerable growth since the 2014 Children & Families Act was implemented. Currently due to lack of capacity in our six special schools in Wiltshire the needs of some children and young people is being met through the independent sector. Modelling this demand across the medium term, the projection of pupil numbers will result in a greater strain on DSG without mitigating actions.

70. Wiltshire has been provisionally allocated an additional £4.441million for the high needs block for 20/21 financial year. The overspend for 2018/19 was £4.735million and the demand continues to rise so, although most welcome, the additional funding alone will not resolve the pressure.

71. It is important for Members to be aware that the DfE have recently updated their guidance on funding for Special Free Schools. This means that in the short term, by continuing with the maintained school proposal there is possibly a missed opportunity of potential new funding of £6,000 for every new place created⁵. The phasing is estimated at an additional new 20 pupils per annum, with effect from September 2020. However, this could prove to be a one-off gain as the DfE have recently confirmed that they are reviewing their current national funding formula for high needs pupils and at this point the baseline is likely to be reset. The ongoing benefits of operating the new school as a maintained school as stated in the recommendations of the November 2018 and May 2019 Cabinet reports are, on balance, viewed to have a greater benefit.

72. It is anticipated that when the DfE implement 'hardening' of the national funding formula for schools funding that future shortfalls in the high needs block will not be ringfenced but will put pressure on the council's general fund budget. For this reason, it is important not to have further delay to place planning.

⁵ This would need to be clarified with the Schools' adjudicator as the proposals are submitted

73. The creation of an additional 100 places should avoid recurrent DSG revenue costs of £2.2 million. The High Needs Block is under significant financial pressure and so the costs avoided would not release budget but would avoid future overspend.

(iii) General Fund

74. As referred to above, it would seem that any resource shortfall in the high needs block of DSG will become a call on the general fund. The council's medium-term financial plan already forecasts a continuing need to identify means of reducing budget spend, through a combination of income generation and savings in expenditure. The potential impact of increased numbers of pupils with special educational needs is not factored into these forecasts.

*Rt Hon Dr Andrew Murrison
MP
"I support Wiltshire Council in seeking to improve provision for some of my most vulnerable young constituents, staff and families. That is greatly to its credit."*

75. It is clear that the Council needs to act to mitigate the effect of increased SEND pupil numbers. However, because it is likely the council will have to borrow to finance the build costs, this will result in borrowing costs on the general fund.

76. It is not possible to charge these costs against DSG. Based on the preferred option, the borrowing cost that would have to be met in the first full year would be in the order of £1.597 million. Members need to be aware that this is factored into the current medium-term financial plan at the original estimate of £0.970 million and will need to be increased. This represents a fixed additional annual cost that will have to be met from savings elsewhere in the council's budget as part of the annual budget setting process.

77. One further implication could be the balances held by the current schools. Where schools close, any surplus balance or deficit balance reverts to the local authority and does not automatically transfer to the new or successor school. If a school has surplus balances immediately prior to the point of closure this reverts to the local authority but may be transferred for the benefit of the new school to assist with pump priming. However, if it is deficit balance exists then the amount must be met by the council from its own resources. At 31 March 2019, all schools were in a surplus position, but all of the schools are forecasting in-year deficits in 2019-20. Transfer to a maintained school does not result in the same implications as both asset or deficit remains with the local authority.

(iv) General

78. The council is in a difficult position. Without a change in the planned operation of the high needs block within DSG and a further increase nationally in high needs funding or promised review of the national formula bringing increased funding, the Council needs to plan for additional costs falling on the general fund. This can be mitigated to some extent by the option now proposed, which however, will result in debt costs falling on the Council. The Council does not receive any funding for schools over-and-above DSG and therefore schools-related expenditure now falling on an already stretched general fund budget is an unwelcome additional pressure.

(v) Mitigation

79. We have outlined that the level and demand on high needs block of the dedicated schools grant funding from the DfE is causing concern both nationally and locally. The Schools Forum and Director of Education & Skills commissioned an external review which has recently concluded, and the full set of findings and recommendations were shared with Schools Forum in October. Actions Plans for short and long-term benefits arising from the report and a new Inclusion and SEND Strategy are both well underway although it is anticipated that the impact of this capital investment, along with many of the other proposed developments, will not have a short-term financial impact.

Legal Implications

80. Under the Education and Inspections Act 2006 (as amended by the Education Act 2011), the opening and closure of maintained schools is governed by The School Organisation (Establishment and Discontinuance of Schools) Regulations 2013.

81. When exercising functions under these regulations regard must be had to guidance published by the Department for Education (DfE), including “Opening and closing maintained schools: Statutory guidance for proposers and decision-makers (November 2018)”, which sets out the statutory 5 step process.

82. Extensive and wide-ranging pre-publication consultation (the first step) having already been carried out, the necessary consent of the Secretary of State to continue the process and publish proposals was granted in June 2019. As a result of Cabinet’s decision on 22 May the further stages required by the guidance were embarked upon. These stages are as follows:

- Publication
 - Publication of a statutory notice and proposal
 - Copies of the notice and proposal must be sent to the Department for Education within one week of publication
- Representation period
 - Any person can send objections or comments to the LA within 4 weeks from the date of publication of the proposal
- Decision
 - The local authority as the proposer must refer the matter to the Schools Adjudicator, the decision-maker for the establishment of a new school, with related proposals needing to be considered together
 - There is no right of appeal against determinations made by the Schools Adjudicator. Decisions of the Schools Adjudicator may only be challenged by way of judicial review in the Courts
 - Copies of the Schools Adjudicator’s decision record must be sent to the Department for Education
- Implementation

- No prescribed timescale. However, the implementation date must be as specified in the published notice, subject to any modifications made by the Schools Adjudicator as decision-maker.

83. Of these four further stages the first two are now completed and the subject matter of this report is the responses and outcome of the representation period consultation.

84. The Cabinet, as the decision maker on behalf of the Council, is now asked to make their final decision on the options presented before they are referred to the School Adjudicator for his/her final decision. In doing so Cabinet must have regard to the above guidance. They will need to be satisfied that the consultation carried out during the representation period was appropriate, fair and open, and that full consideration has been given to all the responses received.

85. A link to the statutory guidance documents is included within the background papers at the end of this report.

Public Sector Equality Duty (PSED)

86. The PSED is a duty requiring public bodies and others carrying out public functions to have due regard to:

- a) the elimination of discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- b) the advancement of equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- c) the fostering of good relations between persons who share a relevant protected characteristic and persons who do not share it.

87. The protected characteristics are defined at Section 4 of the Act as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

88. Given the subject matter of this report, it is clear that the PSED applies to this decision. In making a decision on the options put forward in this report Cabinet must be aware of the Public Sector Equality Duty (PSED) when undertaking their deliberations. They must have due regard to the need to achieve the above three statutory objectives as set out in s.149(1) of the Equality Act 2010

89. They must exercise the PSED with rigour and with an open mind. The detailed Equality Impact Assessment (EIA) appended to this report will inform their judgement on this requirement.

90. The following other statutory provisions are also relevant:

- Education Act 2002 Section 175
Section 175 of the Education Act 2002 (“s.175”) requires that a local authority in discharging its education functions must do so with a view to safeguarding and promoting the welfare of children and must exercise such functions with a view to this.

- Children and Families Act 2014 Section 27
Section 27 of the Children and Families Act 2014 (“s.27”) a local authority is required to keep under review education provision, training provision and social care provision for children and young people with special educational needs.
- Education Act 2004 Section 11
Section 11 of the Children’s Act 2004 (“s.11”) a local authority is required to ensure that functions and services are discharged having regards to the needs of safeguarding and promote the welfare of children.

Workforce and Governance Implications

91. The three existing schools operate as separate staff bodies with separate governance structures. Amalgamating the three schools into one will lead to one senior leadership team and one governing body. It is custom and practice that in such amalgamations a shadow governing body is created prior to the opening of the new school. This has been discussed as part of the consultation with all attendees. The shadow governing body would be officially set up as soon as the Schools Adjudicator makes his/her decision⁶. This body will operate alongside the three existing governing bodies until the new school is established. In the consultation a suggestion was given that there should be equitable membership from the three current schools alongside the legally required Local Authority representative. This received wide support from consultees.

92. The shadow governing body would then meet as required, shaping the vision for the school, agreeing a new name, setting out initial policies, agreeing a job description and then recruiting an Executive Head. To meet the schedule proposed by Cabinet, this would preferably lead to an Executive Head being in place by September 2020 or January 2021. At this point the shadow governing body would transition, by either agreement or election, into the full governing body for the New School. The appointment of the Executive Head would also lead to a review of the senior leadership team as a whole. For all other staff however, their role and locations would remain as they presently are until reviewed by the senior leadership team in due course. In the consultation it was recognised that there are anxieties for some staff in this process, while others saw it as an opportunity for career development. The Trade Unions have been kept abreast of these possibilities and the Local Authority will continue to engage with them as well as seeking advice from its Legal and Human Resources teams on any employment issues arising.

Options considered and concluding recommendations

93. Options – Following the Guidance from the DfE⁷, at this stage, Wiltshire Cabinet is able to consider three options:

- To reject the proposals put forward in the consultation
- To accept the proposals put forward in the consultation with modifications
- To accept the proposals put forward in the consultation

⁶ Presuming this is the route the Cabinet take.

⁷ ‘Making Significant Changes (Prescribed Alterations) to Maintained Schools’ Guidance November 2018

94. It is recommended that the proposals, which are minor modifications of those put forward in May 2019, should be taken forward as follows. Cabinet:

- a) Approves the establishment of a new maintained special school with a single leadership team for the existing St Nicholas, Rowdeford and Larkrise schools as soon as possible and no later than 1 September 2021
- b) Approves the closure of St Nicholas, Rowdeford and Larkrise school as a related proposal no later than the 31 August 2021
- c) Approves expansion on the existing Rowdeford site to accommodate up to 400 pupils as part of the new special school by September 2023
- d) Recommends that a new capital budget is included in the Capital Programme 20/21 which will be approved by Full council in February 2020 at the revised level of £33.194 million required to deliver this proposal
- e) Approves that the sites of St Nicholas and Larkrise stay in use until the new provision is ready, and it is appropriate to consider children/young people transitioning to the new site at Rowdeford
- f) Authorises the Executive Director of Children's Services, after consultation with the Cabinet member for Children, Education and Skills, the Director of Legal, Electoral and Registration Services and Chief Finance Officer/Section 151 Officer to take all necessary steps to implement Cabinet's decision

95. That this is achieved by:

- a. Approving that the Council would present a proposal to the School's Adjudicator to open a new amalgamed maintained special school
- b. Approving that the New School will have primary, secondary and Post 16 provision on the Rowdeford site (early years not to be included due to sufficiency)
- c. Noting and approving the proposal for a parallel programme of work to create a cross county approach to Post 16 special education and transition to independent living
- d. Approving the use of the statutory processes, (under the 'Making Significant Changes (Prescribed Alterations) to Maintained Schools' Guidance November 2018), to consult on the appropriateness of transferring the provision at St Nicholas and Larkrise to the Rowdeford site no later than 12 months before opening all the new provision. This consultation would be determined by:
 - The demand for places forecasted at the time of the consultation
 - The views of current and future stakeholders and particularly children and young people with SEND and their parent carers
 - The wider development of inclusive education for children and young people with SEND living in Wiltshire and the role of the New School within this system.

Helen Jones (Director - Joint Commissioning): Terence Hebert

Report Author: David Paice - Special School Transformation Consultant and Judith Westcott - Acting Head of Children's Commissioning
David Paice: Helen Jones Director of Commissioner, Helen.Jones@wiltshire.gov.uk

Date of report: 19.11.2019

Appendices

- Appendix 1 Notice and Proposal and Timeline
- Appendix 2 On-line Survey
- Appendix 3a Rowdeford Transcripts
- Appendix 3b Larkrise Transcripts
- Appendix 3c St Nicholas Transcripts
- Appendix 4 Email responses
- Appendix 5 Pupil feedback
- Appendix 6a EIA – Protected characteristics – Age
- Appendix 6b EIA – Protected characteristics - Disability
- Appendix 6c EIA – Protected characteristics – Socioeconomics
- Appendix 7 Risk register

Background Papers

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

Cabinet reports of the 22 May 2019 and 27 November 2018

<https://cms.wiltshire.gov.uk/ieListMeetings.aspx?CId=141&Year=0>

Guidance from the DfE regarding changes and closing and opening maintained schools

<https://www.gov.uk/government/publications/school-organisation-maintained-schools>

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SPECIAL SCHOOLS PROPOSALS (19 November 2019)

APPENDIX 1:

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1.1 Proposal

PROPOSAL FOR SPECIAL SCHOOLS IN NORTH WILTSHIRE PURSUANT TO A STATUTORY NOTICE PUBLISHED ON THE 2 SEPTEMBER 2019

A Statutory Notice regarding the closure of:

- *St Nicholas School, (Special) Malmesbury Road, Chippenham, Wiltshire, SN15 1QF*
- *Rowdeford School, (Special) 2 St Edith's Marsh, Rowde, Wiltshire. SN10 2QQ, and*
- *Larkrise School, (Special) Ashton St, Trowbridge, Wiltshire. BA14 7EB*

and the related opening of a new amalgamated special school across the three existing sites has been published on 2 September 2019 at 9am.

The proposer being Wiltshire Council, whose address is County Hall, Wiltshire Council, Bythesea Road, Trowbridge; ("the Council" in this statutory notice).

A copy of the notice is attached at the end of this proposal.

Below are the detailed, related proposals for these changes, for consideration together. **Responses to the proposals must be received by the Council by 9am on the Monday 30 September 2019.**

The headings and issues described below are those required by regulations and statutory guidance¹.

1) Contact details

Special Schools Project, Wiltshire Council, County Hall, Trowbridge, BA14 8JN

2) Implementation

Following the Wiltshire Council Cabinet meeting of the 22 May 2019 and the granting of the statutorily required consent by the Secretary of State, it is proposed that:

- A new maintained school is established with a single leadership team for the existing St Nicholas, Rowdeford and Larkrise schools as soon as possible, and no later than 1 September 2021.
- The closure of St Nicholas, Rowdeford and Larkrise schools, as related proposal, occurs no later than the 31 August 2021.
- St Nicholas and Larkrise stay in use on their current sites until the new provision is ready, and it is appropriate for children to transition to the new site at Rowdeford.

3) Reasons for closure

The proposed closures are put forward as part of an amalgamation. Whilst the schools will close, the sites will not. The new amalgamated school will operate across the three sites.

¹ <https://www.gov.uk/government/publications/school-organisation-maintained-schools>

The current sites of St Nicholas and Larkrise will stay in use until new provision is ready, and it is appropriate for children to transition to the new school at Rowdeford.

The opportunity exists to improve provision by closing these three schools and pooling and further developing expertise. By closing to open at a larger size of operation the new school will offer a wider range of professional skills and expertise alongside a consistent outreach and in-reach capacity to support mainstream schools.

The three schools proposed for closure have a collective in-year deficit which is projected to grow to a shared trajectory of over £1m by the end of 2021-22. By amalgamating the three schools there will be an opportunity to explore economies of scale and savings from shared back office services.

There are also wider pressures across the council budgets for the provision for children and young people with Special Educational Needs and Disability (SEND). Pooling expertise across a formalised and integrated governance structure will enhance the new school's ability to offer cost effective outreach and in reach services to mainstream schools, impacting their ability to deliver more cost effective yet just as impactful outcomes for their pupils with Education Health and Care Plans (EHCPs) as well as those in receipt of SEN Support.

4) Reason for the new school

The numbers of pupils in Wiltshire needing a special school place are growing and there is insufficient space for the number of pupils who need a special school place in the north of the county. Currently over 300 pupils are educated out of county because there are not enough places of the right quality in Wiltshire schools. With housing growth and military rebasing, this number will continue to grow.

There is a particular projected shortage of places for those pupils with Severe Learning Difficulties (SLD) and complex needs in the north of the county.

The three existing schools are currently admitting pupil numbers in excess of their published place numbers. The new school would add significant new places to the existing places available.

Building works will be taken forward at the current site of Rowdeford school to create additional places and reduce overcrowding at the St Nicholas and Larkrise sites.

5) Category

All three existing schools are coeducation local authority maintained community special day schools. Both Larkrise and St Nicholas offer provision for pupils with Profound and Multiple Learning Difficulties (PMLD) and SLD, including pupils who may also have Autistic Spectrum Disorder (ASD) and physical disabilities. Rowdeford also offers provision to young people with Moderate Learning Disabilities (MLD), but not currently PMLD.

It is proposed that the new school will be a coeducation local authority maintained community special day school. The focus will be on meeting the increasing demand for those pupils with PMLD and SLD also referred to as complex needs.

6) Ethos and religious character

It is not proposed that the new school will have a religious character. It is expected to be non-denominational.

Building on the ethos of the existing schools, the new school will inspire children, young people and adults to adopt and live positive human values.

There will be a continued focus on ethical and emotional intelligence, deepened relationships, social cohesion and a strong values-culture to give students the best chance in life.

7) Pupil numbers and admissions

Pupil age groups	St Nicholas	Larkrise	Rowdeford	Total
Current agreed places	78	85	130	293
Actual pupils placed aged 4 or Less	2	6	0	
Actual pupils placed aged 5 to 15	64	79	135	
Actual pupils placed aged 16 or over	14	10	0	
Total placed July 2019	80	95	135	310
Agreed places for September 2019	78	96	166	340
2023 places proposed for new school				400

The combined places for the three existing schools is currently 293. This proposal seeks to expand provision further so we can accommodate up to 400 pupils.

8) Admissions arrangements for the proposed new school

All pupils currently in the three proposed closing schools will continue to go to school at the current sites, but now under the one new amalgamated school senior leadership.

The new school will be a maintained school with foundation, key stage one, two, three and four, as well as post 16 provision.

In order to keep pace with demand for special school places for children/young people with complex needs in the north of Wiltshire, any new classrooms (and associated buildings) required, will be built at the Rowdeford site.

The proposal is for the new school to have enough places to admit 400 pupils.

All new admissions will be via the Wiltshire Council SEND panel for pupils with an EHCP. This will be a co-educational special school for children and young people aged 5 – 19 with SLD, PMLD, MLD and associated ASD (referred to as complex needs). There is no expectation that pupils currently placed in schools out of county will go to the new school unless requested by them and their parent/carer. However, the new school will reduce the number of children/young people who will need to be placed out of county in the future.

9) Displaced pupils

The schools are only being closed as part of an amalgamation where the intention is to increase capacity at the new school which will operate across all three existing sites. St

Nicholas and Larkrise stay in use on their current sites until new provision is ready, and it is appropriate for children to transition to the new school at Rowdeford. No pupils would therefore be displaced.

10) Impact on the community

Larkrise, St Nicholas and Rowdeford schools are all very popular and well loved by their communities. The proposal to keep all three sites operating under a single leadership team will make no changes to the school sites. Any future changes to the three-site model will only be made after further consultation and representation under the statutory guidance related to prescribed alterations²

The context for these proposals is a long-standing strategic review of special school places and pupil numbers across the county. Based on analysis of growth set out in 2017 due to SEND reforms, housing developments and military rebasing, the projected requirement for additional places is shown in the table below.

By SEN Designation	Placements in Wiltshire Special Schools 2017 (5 – 16yrs)		2yrs (2019)			5yrs (2022)			9yrs (2026)		
	Places North	Places South	North	South	All new	North	South	All new	North	South	All new
ASD	111		4	9	13	24	22	46	50	40	90
SEMH³	68		2	3	5	10	9	19	21	17	38
Complex	279	82	4	8	12	23	20	43	49	37	86
Sensory			0	1	1	2	1	3	3	3	6
All	458	82	11	20	31	58	52	111	123	97	220

In addition, while Wiltshire has been able to benefit from school places in neighbouring counties, these schools are also now reaching capacity and need places for pupils from their own Local Authority. Parental choice will be maintained via continued access to all schools within the region which includes Outstanding and Good Special schools in BANES, Somerset and Swindon as well as Exeter House in the south of Wiltshire. There are also additional special schools for children and young people with ASD/SEMH (Autism and Social Emotional and Mental Health) in Devizes, Calne, Salisbury and a new school in Salisbury anticipated in 2023, all in Wiltshire.

There have been concerns that the new school would be for all pupils with SEND regardless of their particular needs. This will not be the case. We will continue to have schools for children and young people with ASD and SEMH and will also continue to expand the places available

²

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756572/Maintained_schools_prescribed_alterations_guidance.pdf

³ Social Emotional and Mental Health

in mainstream schools. The new school will be a key development that will enhance integration, inclusion and differentiated support and opportunity across all schools in Wiltshire.

Closure of the three schools is timed for not later than 2021 and is related to the proposal to open the new school. As a change from three to one maintained school the three schools will not be legally closed until the new school is legally opening. Through this process children/young people will continue to attend school as they do at the moment.

When the majority of the building at the Rowdeford site has been completed, the Local Authority will take forward a consultation to review if the buildings at Larkrise and St Nicholas will continue to be needed based on a review of demand for places at that time.

As such the change from three to one school will have no impact on communities as in this proposal children/young people will continue to be educated on all three sites.

The community at Rowde has embraced the existing Rowdeford school and has actively supported the continuation of a special school in this rural community close to the busy town of Devizes. It is hoped the expansion of the new school at the Rowde site will support the local economy, bus services, facilities and employment. To date, Rowdeford school has not struggled to recruit staff, and welcomes the opportunity to offer greater local employment to people living in the local and wider area.

The location of the proposed new build is central to the north of Wiltshire and offers reasonable journey times to the majority of the growing number of pupils and staff.

Current staff will not be subject to TUPE⁴ regulations as they will continue to be employees of Wiltshire Council. There will need to be a re-structure of the senior leadership creating shared as well as specific responsibilities across the three sites led by the local authority and the shadow governing body. Members from across all three current governing bodies will be sought to join the shadow governing body and it is likely that this body will co-opt additional members from across Wiltshire communities to work with them to:

- Create a shared vision, ethos and strategic direction for the new school
- Structure and appoint a senior leadership team
- Set out a budget and a performance management system

11) Rural primary schools

This proposal does not relate to rural primary schools.

12) Balance of denominational provision

As all three existing schools are non-denominational and the proposed new school would also be non-denominational, there will be no impact on the balance of religious provision or the opportunity for parental choice in this area as a result of the proposed closures.

13) Maintained nursery schools

This proposal does not relate to the discontinuance of a maintained nursery school.

14) Early years provision

⁴ Transfer of Undertakings (Protection of Employment) Regulations

Early Years provision will be led by the three specialist nursery settings (District Specialist Settings) that will benefit and be part of outreach delivered by the new school. The new school working with the District Specialist Centres would also support mainstream nursery settings and child minders to ensure that every child with SEND has a good start in life. We will explore the possibilities of offering multi-agency partners, such as health visitors, space in the new provision to offer integrated support from birth onwards.

15) Sixth form provision

St Nicholas and Larkrise schools currently provide post-16 Education which will be extended and coordinated through the new school. It is proposed that post 16 education will be provided by the new school, Wiltshire College and the range of private providers across Wiltshire with whom the Council has developed strong relationships. This will involve the current buildings and other community based sites.

The aim is to increase the opportunities for preparation for adulthood in a wider range of locations, expanding on arrangements already in place and judged by Ofsted as at least “good”.

16) Special educational needs provision

Of the three schools proposed for closure, two are rated by Ofsted as Good and one as Requires Improvement. The proposal will lead to improvements in the standard, quality and range of special education:

- The intended new places at the Rowdeford site will offer the opportunity to significantly reduce overcrowding in schools which currently do not comply with relevant DfE regulations, and will offer up-to-date facilities in a new build
- The one school will provide economies of scale which reduce the financial pressures faced by the existing smaller schools.
- The current schools have limited access to therapies. By building on one site a significant and growing number of pupils will have access to good shared resources such as therapy, SEAL (Social and Emotional Aspects of Learning), sensory support, Physiotherapy, Occupational Therapy, Speech and Language Therapy, Paediatricians and community/school nursing, particularly at the Rowdeford site
- Currently we are not always able to offer all children and young people a place in our local schools because of lack of space and insufficient specialist support on site. The intended new build will offer more places and higher levels of support where economies of scale can be realised.
- Currently pupils have to choose between a specialist or mainstream provision. The new approach will ensure flexibility of choice and a full range of provision to meet the spectrum of need.

17) Single sex school

The new school does not propose to admit pupils of a single sex, it will be coeducational.

18) Curriculum

The proposed new school will deliver a curriculum compliant with the general requirements of Section 78 of Education Act 2002, enabling students to benefit from a broad and balanced curriculum which will allow them to develop their skills and knowledge, preparing them for life after school. As a special school, it will place great emphasis on personalised learning, aiming to ensure that all students develop their expertise in literacy, numeracy and life skills, but in a way best suited to each individual student. There will be separate approaches for different key stages and levels of engagement and ability, including those who will potentially have dual placements with mainstream schools. The one school will bring together the vision and values of the three schools to bring the best of the strategic planning and expertise to develop skills and policies across the three sites. The new school will work proactively with mainstream schools and while being established on three sites its reach is expected to engage with and provide activity and provision across sites of mainstream schools across Wiltshire.

Broad curriculum pathways would continue to include:

- A caring, organised and happy environment in which each learner's special educational needs can be met and their achievements celebrated;
- A curriculum that covers the broad topics first introduced in the Early Years Foundation Stage;
- A Profound Education Curriculum designed for students with Profound and Multiple Learning Difficulties, delivered by staff who go the extra mile to arrange stimulating and exciting activities and outings;
- A broad curriculum developing the learning of students with moderate learning difficulties, speech, language and communication needs and autism in all areas whilst focusing on reducing specific barriers to learning that individuals with complex needs may experience;
- High expectations and aspirations and a profound and well-justified belief that every child and young person can learn and achieve;
- Refined skill in finding and applying the most effective approaches to communicating with, relating to and teaching children and young people with special needs and challenges;
- Exceptional expertise in assessing progress and recognising the smallest steps as well as large jumps in learning, and in using assessment to guide teaching directly in highly effective and indispensable teamwork across the school workforce in which varied skills combine and best practice is readily shared;
- Strong partnerships with other professionals and providers, not least in reintegration and transition;
- The provision of ambitious and exciting opportunities through well-designed and individualised curriculum arrangements;
- Respect for individual children, young people and their parents, with the power to bring cheer and self-belief to children, and relief, optimism and support to parents;
- Unremittingly committed, inspirational and forward-looking leadership which believes that every professional challenge has a solution.

At every stage of their education, each child's strengths and needs will continue to be considered carefully and the best curriculum pathway for them chosen and reviewed regularly in the context of assessed needs and EHCP targets. The aim would continue to be that challenge is pitched at the right level for each student to make the best progress possible.

As the Senior Leadership team is brought together, further changes and developments will be shared as would be true for all schools supporting and working with their governors, parent/carers and partners.

It is anticipated that a shadow Governing body will be set up to facilitate the transition from three schools to one, which will then be established at the appropriate time as one governing body for the one school.

19) Relevant experience of proposers

The Proposer is Wiltshire Council, an experienced and long-standing responsible body for education.

The successful 2018 joint local area SEN and/or disabilities inspection in Wiltshire confirms that the Local Authority as a proposer has the relevant experience to ensure that the new school will be a place where children and young people have access to a wide range of learning opportunities which enable them to develop their personal qualities, thrive and grow.

Wiltshire Council is well placed to ensure there will be a strong culture of communication, collaboration and operation between home and school and the new school will enjoy getting to know all of the learners and their families over their time there.

20) Effect on standards and contribution to school improvement

The new one school will build upon the recognised good practice of the existing three schools and, therefore, will not have a detrimental impact. This will enable a comprehensive, viable school fit for the future which will support not only the pupils who attend the school but also the wider population of pupils with SEND in Wiltshire, using curriculum approaches and expertise described above to support pupils and staff in schools across the county.

21) Location and Costs

The school will serve the northern, middle and north eastern and western parts of the county of Wiltshire.

For the intended new build places:

- The land utilised will include space available in the grounds of Rowdeford School and potentially additional current farm land that will be re-designated, also owned by Wiltshire Council;
- The cost is estimated at £32m and will be met by Wiltshire Council (agreed 22.5.19 Cabinet);
- Planning permission will be required;

Pre-consultation raised some concerns that the rural Rowdeford site could segregate and isolate children and young people with SEND. This has not been evidenced by the current school, which has a strong and proactive relationship with the community. The new school will build strong links with all schools across Wiltshire, offering opportunities for both staff and pupils to engage in both in and out reach education. This remains the most suitable and viable location for expansion. However, as mentioned above a year before the intended new building is complete and when a significant proportion of the new accommodation is available for pupils, the Council is committed to taking forward consultation to consider the longer-term future use of the sites in Chippenham and

Trowbridge. This will be based on demand for additional places at the time of the consultation.

22) Travel

This proposal will have no immediate impact on travel, as all pupils will continue to attend school at their current site.

New travel arrangements will only be put in place at the point at which the new build is ready and the Senior leadership team in consultation with Governors and the Council agrees its transition plan and the forward use of all buildings.

Should the decision be made later, not to use all three locations then new travel arrangements will be introduced. Current assessments suggest that an overall reduction in travel times could be achieved for the majority of students if only the Rowdeford site were in use. If all three sites are continued to be used at this time the school will need to work with the Council to ensure that travel times are maintained or improved for the majority.

The new build is proposed to happen on the Rowde site as it has good access routes, is close to Julia's House and Canon's House respite facilities, and has quick access from local ambulance stations and onwards to major hospitals if needed. It will also offer Virgin Care (our current community health provider) consulting, office and therapy rooms. This will mean that there can be full time nursing provision as well as other therapeutic support, reducing the need for hospitalisation journeys and parents to travel to the school to support medical concerns.

23) Federation

It is not proposed that the new school be a federated school.

24) Voluntary aided schools

It is not proposed that the new school be a voluntary aided school.

25) Foundation schools

It is not proposed that the new school be a foundation school.

26) Summary

As part of these proposals, the local authority has taken forward a series of Equality Impact Assessments. The impact assessment suggests that mitigating actions can reduce, but not eliminate all concerns. There are over 3500 pupils with an EHCP in Wiltshire and many more on SEN support in mainstream schools. It is essential that the proposals support both the individual and majority needs. This approach to bring together the expertise of the three schools at the earliest possible opportunity allows the best of the three schools to the benefit of students across the northern parts of Wiltshire.

Overall, the proposals will have an overwhelmingly positive impact for children and young people with SEND both in the school and supported through the in and outreach provision in terms of:

- Wellbeing
- Progress
- Attainment
- Health
- Community opportunities
- Inclusion and integration
- Preparation for adulthood and independent living

However, it is recognised that some students and parent/carers:

- May experience a level of anxiety as these changes take place;
- May have worries during the development of the project about what school will be like in the future.

We hope this will be mitigated by:

- Many opportunities for engagement in the development of the school and centres of excellence including input to and with an online 3D model and visualisation for the site.
- Good sharing of plans and support with staff and families.
- Good planning and communication through the continued progress of the project.
- Drawing together the senior leadership teams at the earliest possible opportunities to ensure shared and strong leadership.

27) Access to copies of the full proposals

Background papers can be found on the Wiltshire Council website in the meeting agenda for the Cabinet meeting of 22 May 2019⁵. Paper copies of these proposals can also be obtained upon request by emailing SpecialSchools@wiltshire.gov.uk or by writing to Special School Project, Education Directorate, Wiltshire Council, Bythesea Rd, Trowbridge, Wiltshire, BA1 8JN

28) Comments on, or objections to, the proposals

Any person or organisation may object to, support or comment on the above related proposals by:

- Writing to Special Schools Project, Wiltshire Council, County Hall, Trowbridge, BA14 8JN
- Complete a short consultation reply form on: <http://www.wiltshire.gov.uk/council-democracy-consultations> along with supporting documents
- And/or attending one of the arranged meetings.

If you cannot access these methods you can email specialschools@wiltshire.gov.uk or write to the address above to request a paper copy of the survey. Comments/objections will not be collected via the email.

Meetings are being arranged for staff and governors at the three schools concerned.

There are meetings being arranged at the schools for parent/carers of pupils and additional meetings in the north and south of Wiltshire are being extended to parent/carers. Letters will be sent via schools to parent/carers and WPCC will advertise dates on their website http://www.wiltshireparentcarercouncil.co.uk/en/Home_Page .

The Wiltshire Council site also has a series of videos available where Stuart Hall, Strategic Director, Wiltshire Parent Carer Council, was able to have a conversation with Cllr Laura

⁵ <https://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=12498&Ver=4>

Mayes about the proposals. <http://www.wiltshire.gov.uk/council-democracy-consultations> . This may be particularly helpful way to understand a little more about the proposals.

All responses, comments, objections supporting statements and replies should be sent and completed by 9am on Monday 30 September 2019.

Signed:

**Ian Gibbons
Solicitor to the Council**

Date: 12 August 2019

The Process

Stage 1	Publication	
		<ul style="list-style-type: none"> • The proposal will be published on the websites of Rowdeford, St Nicholas and Larkrise Schools and that of Wiltshire Council from the 2 September 2019 for 4 term time weeks. • The proposal will also be shared with all schools and settings in Wiltshire via the Rightchoice website and to Local Area Boards for forward engagement of town and parish councils as appropriate. • For the three schools concerned, we will share the proposal with the following: <ul style="list-style-type: none"> • the registered parents of registered pupils at the school; • the local district or parish council where the school that is the subject of the proposal is situated; • any local authority which maintains an EHC plan or statement of special educational needs in respect of a registered pupil at the school; • the governing body (as appropriate); • pupils at the school; • the trustees of the school (if any); • teachers and other staff at the school; • any local authority likely to be affected by the proposal, in particular neighbouring authorities where there may be significant cross-border movement of pupils; • the governing bodies, teachers and other staff of any other school that may be affected; • parents of any pupils at other schools who may be affected by the proposal including where appropriate families of pupils at feeder primary schools; • any trade unions who represent staff at the school; and representatives of any trade union of staff at other schools who may be affected by the proposal; • MPs whose constituencies include the school that is the subject of the proposal or whose constituents are likely to be affected by the proposal; and

		<ul style="list-style-type: none"> • any other interested organisation / person that the Council thinks is appropriate. • Responses can be made via the online survey http://www.wiltshire.gov.uk/council-democracy-consultations • To obtain a paper copy of the proposal and response survey, email SpecialSchools@wiltshire.gov.uk, or write to Special Schools Consultation, Commissioning Team, Wiltshire Council, Bythesea Rd, Trowbridge, BA14 8JN. • Comments must be received by 9am on the Monday 30 September 2019 to be considered in the decision making.
Stage 2	Representation (Formal consultation and representation 4 weeks)	<ul style="list-style-type: none"> • The period of consultation will be the four weeks Monday 2 September to Monday 30 September 2019. • Surgeries will be arranged in this time, led by the Wiltshire Council Project lead in each of the Schools for: <ul style="list-style-type: none"> 1. Staff and Governors 2. Parents/carers • In addition, wider Question and Answer surgeries will be held particularly for parent/carers of children not currently at these special schools by Wiltshire Council in the north and south of the County. • Dates will be advertised and invitations sent via schools, Wiltshire Council and Wiltshire Parent Carer Council (WPCC).
Stage 3	Decision	<ul style="list-style-type: none"> • Following the representation period of consultation, the Council through its Cabinet will consider the comments and feedback received. Subject to Cabinet approval the proposal will be submitted to the Schools Adjudicator. The Schools Adjudicator is the decision maker for the opening of the amalgamated new maintained school, and the related proposal to close all three existing maintained special schools. • All the views submitted during the representation, including all support for, objections to, and comments on the proposal will be submitted to the Schools Adjudicator. • The proposal can be: <ul style="list-style-type: none"> ○ Approved ○ Rejected ○ Approved with modifications. ○ Approve with/without modifications, subject to certain criteria • The Schools Adjudicator's decision will be published within one week of the decision and; <ul style="list-style-type: none"> • Published on the same sites as the proposal • Sent to parent/carers of every registered pupil • Sent to the Governing bodies. • There is no right of appeal against determinations made by the Schools Adjudicator. Adjudicator decisions can be challenged only by Judicial Review in the Courts.

Stage 4	Implementation	<ul style="list-style-type: none"> • The implementation date is set as the start of the school year 2021 subject to appropriate processes and timetables. • The Secretary of State will be informed by updating the Department for Education's Register of Educational Establishments. • If the proposal is accepted an implementation plan will be agreed with the schools involved beginning with the creation of a shadow governing body.
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Statutory Notice

Wiltshire Council Statutory Notice: Intention to Discontinue the following maintained Special Schools:

- **St Nicholas School (Special), Malmesbury Road, Chippenham, Wiltshire, SN15 1QF**
- **Rowdeford School (Special), Rowde, Devizes, Wiltshire, SN10 2QQ**
- **Larkrise School (Special), Ashton St, Trowbridge, Wiltshire, BA14 7EB**

And to open one new maintained community special school across the three existing sites.

Notice is hereby given in accordance with section 15(1) of the Education and Inspections Act 2006 (as amended by the Education Act 2011) and Regulation 12(1) of the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 that Wiltshire Council, County Hall, Trowbridge, Wiltshire, BA14 8JN intends to discontinue the above three schools with effect from 31 August 2021 at the latest.

Notice is hereby also given in accordance with section 10(1) of the Education and Inspections Act 2006 (as amended by the Education Act 2011) and Regulation 10(1) of the School Organisation (Establishment and Discontinuance of Schools) Regulations 2013 that Wiltshire Council, County Hall, Trowbridge, Wiltshire, BA14 8JN intends to establish a new maintained community special school with effect from 1 September 2021 at the latest.

All costs will be met by Wiltshire Council.

Reason for Closure and opening

The proposed closures and opening are put forward as part of the council's overall strategy to create new special school places in the north of the County for children with special educational needs. The proposed new school will be established as a centre of excellence, building upon the recognised good practice of the existing three schools and providing high quality support not only for the pupils who attend the school but also for the wider population of pupils with special educational needs in Wiltshire.

This notice provides the requisite statutory notice regarding closure of the above three schools and the related proposal of the opening of a new maintained special school.

The full proposal, along with supporting documents and a short consultation reply form may be found on: <http://www.wiltshire.gov.uk/council-democracy-consultations>

Any person or organisation may respond to the proposals by:

- Completing the online survey. <https://wiltshire.objective.co.uk/portal/>
- Paper copies can be requested from Special Schools Project, Wiltshire Council, County Hall, Trowbridge, BA14 8JN or by sending an email to SpecialSchools@wiltshire.gov.uk . This email address will only be used to request paper copies of the proposal to be sent out.
- And/or attending one of the arranged meetings.

Questions can be raised at meetings being arranged at each of the above schools for parent/carers of pupils and for all stakeholders at meetings arranged in the north and south of the county. Details of the meetings will be sent by letter via schools to parent/carers, and WPCC and Wiltshire Council will advertise all dates on their websites:

- http://www.wiltshireparentcarercouncil.co.uk/en/Home_Page
- <https://wiltshire.objective.co.uk/portal/>

Responses to the proposal must be received by the Council by 9am on Monday 30 September 2019.

Signed:

**Ian Gibbons
Solicitor to the Council**

12 August 2019

Timeline for northern Wiltshire special schools

The plan

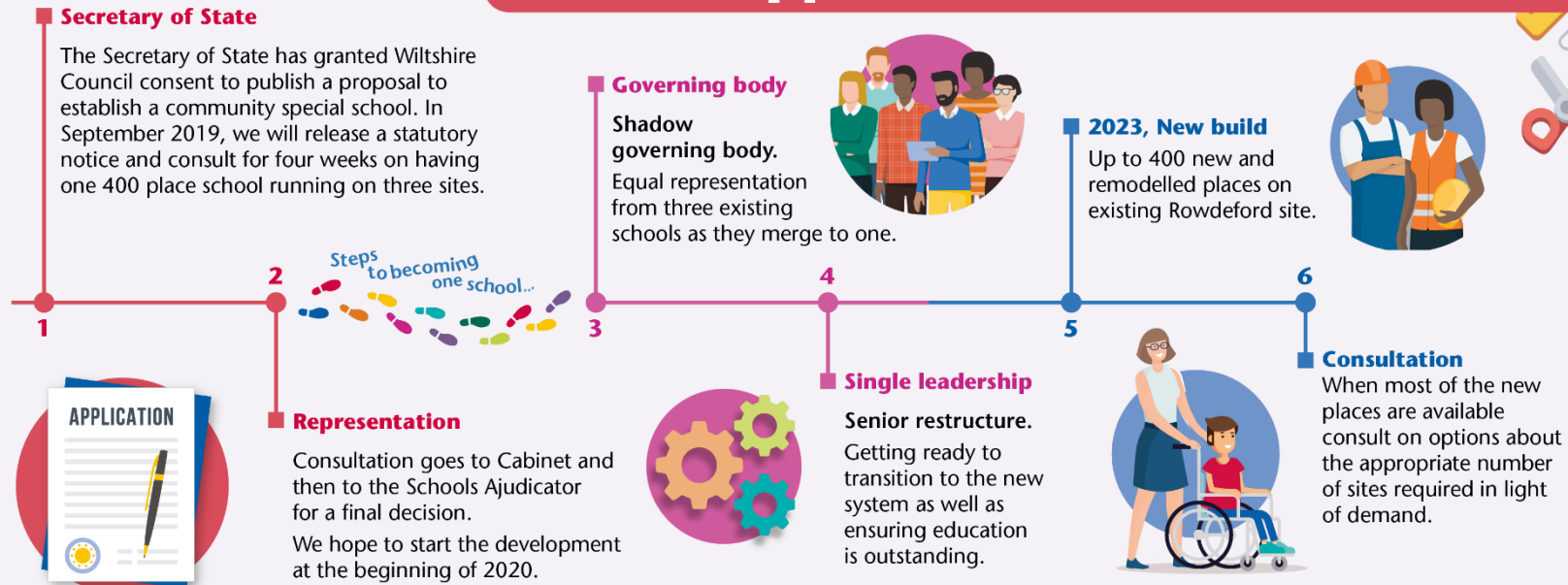
- Bring Larkrise, St Nicholas and Rowdeford schools under one school leadership team by 2021
- Build a new £32 million school on the Rowdeford site by 2023
- At a later date, consult on options regarding bringing all pupils from the three sites onto the Rowdeford site

Why we are making these changes?

- We need 100 new places and to reduce overcrowding
- To improve standards with a unified leadership team
- Drive high quality inclusive education across all schools and settings
- Enhance SEND staff professional development and knowledge sharing
- Increase access to health and care support in schools
- Provide more resource base places in local schools
- Invest in post-16 special education and transition to independent living



What happens now?



SPECIAL SCHOOLS PROPOSALS (19 November 2019)

APPENDIX 2:

ONLINE SURVEY

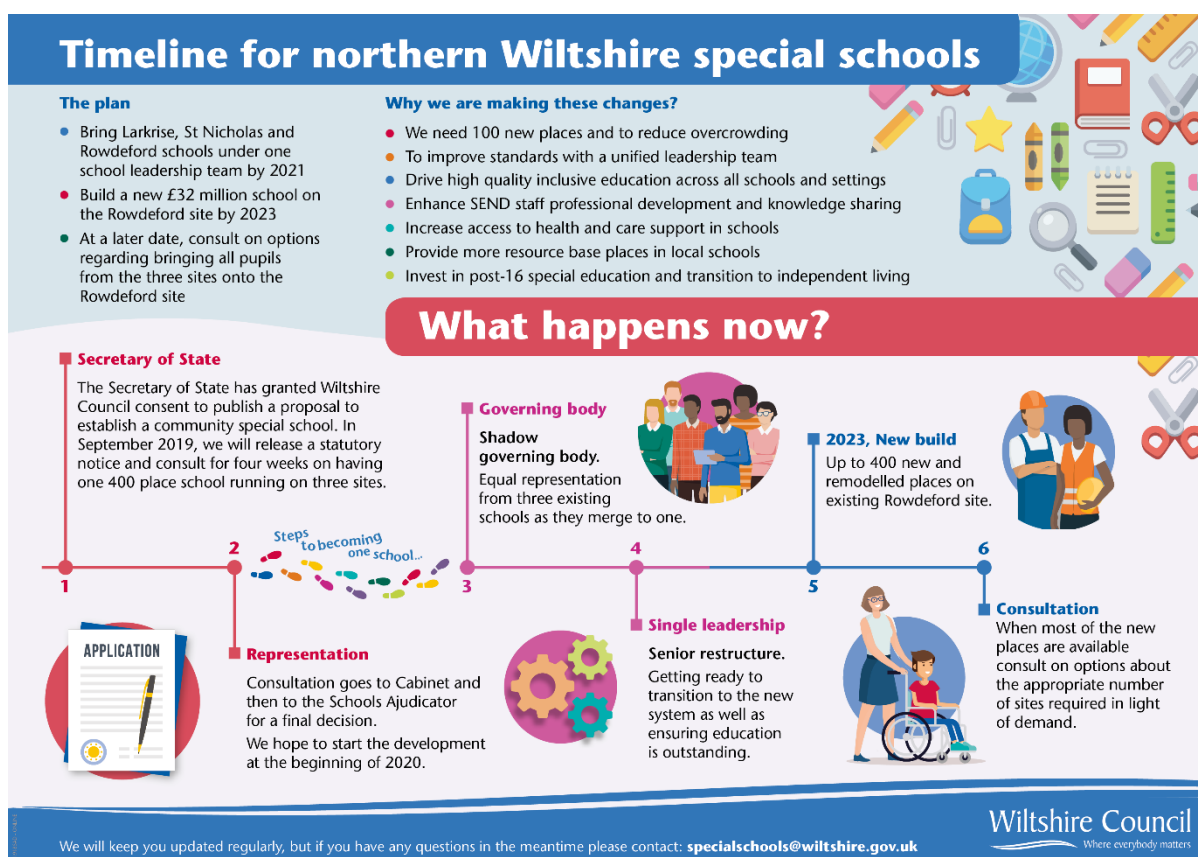
1) Online Survey	2
2) Online survey results responses	7
Breakdown of respondents	7
Additional comments given (67)	7
Footnote	16

1) Online Survey

Please see the timeline below in connection to the Statutory Notice issued on 2 September on the future of Special Schools' provision in north Wiltshire.

The proposal is to amalgamate Larkrise, St Nicholas and Rowdeford schools into one new school, operating across the existing three sites, with a single leadership by 2021. The plan also involves £32 million new build on the existing Rowdeford site to increase capacity for SEND students with complex needs. All three sites will stay open.

See below the timeline Wiltshire Council has produced to try to describe the process over the next few years. We are currently at stage 1 on the timeline



This survey has been set up to collect your comments on our proposal and will close at 9am on Monday 30 September.

Some questions are compulsory, and you'll need to complete them to continue. If you find you can't move forward, look for the unanswered question which will be outlined (top and bottom) in red

Please state your interest in this consultation (tick all that apply)

Parent/carer of a child attending Larkrise, St Nicholas or Rowdeford School

- A child or young person attending Larkrise, St Nicholas or Rowdeford School
- Friend or other relative of a family with a child attending Larkrise, St Nicholas or Rowdeford School
- Staff member or governor of Larkrise, St Nicholas or Rowdeford School
- Professional with an interest in special educational needs and/or disability
- Parent/carer of a child with a special educational need and/or disability being educated elsewhere
- A child or young person with a special educational need and/or disability being educated elsewhere
- Friend or other relative of a family with a child with a special educational need and/or disability being educated elsewhere
- Other

Please state which school you are connected to: (asked is any of the first four options are selected above)

- Larkrise
- St Nicholas
- Rowdeford

You have selected 'elsewhere' - please tick where from the list below: (ask is any of the options five to seven are selected):

- District Specialist Centre (for under 5's)
- Pre-school, nursery or childminder
- Mainstream primary or secondary school
- Home educated
- Out of county
- College
- Other

Please provide some detail of who you are: (asked if 'other' is selected above)

We welcome your comment on our proposal but before you do this, we would like to give you a chance to answer a few questions on the proposal (you can skip this by clicking on 'Next', answers from this section are not part of the data we collect).

How many new SEND places are we looking to create in the north of Wiltshire?

- 10
- 50
- 100

(if 10 or 50 picked – the following text is displayed): The plan is to create 100 new places to meet future demand for places and reduce overcrowding at the existing sites.

(if 100 is picked – the following text is displayed): Yes, this is correct, so we can meet future demand for places and reduce overcrowding at the existing sites.

Over which sites will the new school be operating?

- Rowdeford
- St Nicholas
- Larkrise

Tick here to submit your answer to the above question. The answer will be shown on the next page.

(if all three sites are selected – the following text is displayed): Yes, you are correct. All three sites will be staying open until at least 2023. When most of the new places are available we will consult on options about the appropriate number of sites required in light of demand.

(if less than three sites are selected – the following text is displayed): Not quite, all three sites will be staying open until at least 2023. When most of the new places are available we will consult on options about the appropriate number of sites required in light of demand.

How many executive headteachers will run the new school?

- 1
- 2
- 3

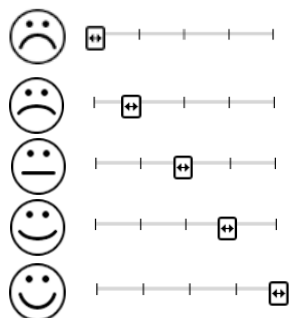
(if '1' is selected – the following text is displayed): Yes, this is correct. The plan is to start working with the governors of Larkrise, St Nicholas and Rowdeford to form a shadow governing body that will appoint the senior leadership team for the new amalgamated school.

(if '2' or '3' is selected – the following text is displayed): The consideration is to recruit one new executive head to oversee all three sites. The plan is to start working with the governors of Larkrise, St Nicholas and Rowdeford to form a shadow governing body that will appoint the senior leadership team for the new amalgamated school.

Thanks for completing this section, we hope you found this useful. Please now click on 'next' to provide us with your feedback on our proposal.

Please click on or move the slider to provide us with your feedback:

(The following images are displayed at the following intervals:



Use the slider to show if you're happy that there will be Post-16 provision at the new school?

Are you happy that we don't need to have nursery (early years) provision at the new school?

Are you happy that the new school is planned to be a local authority maintained school as opposed to an academy?

To what extent do you think the new school should support mainstream schools about being more inclusive and accessible to children and young people with SEND?

To what extent do you support the proposal?

Thank you for supplying us with your answers to these questions. Please use the space below for any other comments:

Name
Email
Postcode

Before submitting your responses, please read the following statement and give your preference to how your comments are treated.

Data Protection

Wiltshire Council has a duty to protect personal information and will process personal data in accordance with Data Protection legislation. The personal data you provide on this form will only be used for the purpose of developing special schools' provision in Wiltshire. Your comments may be used within a publicly accessible document as part of the work undertaken to develop special school provision, please state below your consent on how we use your comments:.

- That you give consent for your response and name to be included within any publicly accessible document produced by the council as part of the work undertaken to develop special school provision

- That you give consent for your response only to be included within any publicly accessible document produced by the council as part of the work undertaken to develop special school provision
- That you do not give consent for your response to be included in any publicly accessible document produced by the council as part of the work undertaken to develop special school provision

The data will be stored on computer and/or manual files. You have a right to a copy of your information held by any organisation, with some exemptions. To gain access to your personal data held by Wiltshire Council or if you have any Data Protection concerns please contact Wiltshire Council's Data Protection Officer on 01225 713000 (switchboard) or e-mail to dataprotection@wiltshire.gov.uk

For further information about how Wiltshire Council uses your personal data, including your rights as a data subject, please see our Privacy Notice on the Wiltshire Council website.

Thank you for completing our survey. Now click on 'submit'.

2) Online survey results responses

Overall 93 respondents completed this questionnaire.

Breakdown of respondents

Please state your interest in this consultation (tick all that apply)

	TOTAL	Larkrise	St Nicholas	Rowdeford
Parent/carer of a child attending Larkrise, St Nicholas or Rowdeford School	35	16	9	10
A child or young person attending Larkrise, St Nicholas or Rowdeford School	3	2		1
Friend or other relative of a family with a child attending Larkrise, St Nicholas or Rowdeford School	8	4	3	1
Staff member or governor of Larkrise, St Nicholas or Rowdeford School	31	5	13	13
Professional with an interest in special educational needs and/or disability	16			
Parent/carer of a child with a special educational need and/or disability being educated elsewhere	16			
Friend or other relative of a family with a child with a special educational need and/or disability being educated elsewhere	4			
Other	9*			
TOTAL		27	25	25

*Other:

Parent of a child currently attending specialist pre-school looking for specialist school next year
 Westbury Town Council (Councillor)
 Healthcare Professional
 Trustee of the ROWDEFORD CHARITY TRUST
 Member of Parliament for South West Wiltshire
 Student of Hardenhuish school, next to St Nicholas
 Past parent of child at St Nicholas.
 A resident of Chippenham

Additional comments given (67)

I feel that yes we do need a new school with extended placements but do feel that this would be much more inclusive if the schools were kept to three separate schools and in the children's local communities where they can easily walk to local facilities and don't have an extended journey each day also . Also the majority of the children will then grow into adults in their local community so need to feel excepted and familiar with their community Also the children benefit it from a smaller school rather than one large one.

Tracey
penelhum
BA14

Why have Wiltshire Council not looked into where demand is at present, instead of waiting until the new school is built? Surely, by looking at where demand is presently, Wiltshire Council could save a lot of money building where demand is now, rather than waiting until the new school is built, and then finding that the demand is elsewhere, and then have to build another school?

Sarah
Fleming
BA14

There is no doubt that we are in desperate and urgent need of more special school places in Wiltshire. However, the information provided by Wiltshire Council has been confusing; it seems to keep changing and you sometimes include what is needed in the south or split it in a way to argue your case. You also swing between how much the 'new' school will cost. I'm relieved that all three sites will remain open as it's crucial parent/carers, students and their families have CHOICE, depending on the child's individual needs; perhaps it is right for a child to attend a nature-based setting, but likewise it might be better for another child to be close to hospital due to their high-risk medical needs, or to be nearer their own community in which they are familiar and known. I am greatly concerned that your long game is to eventually close the special school sites in Chippenham and Trowbridge when these are two of the biggest towns in Wiltshire and earmarked for 45,000 new homes!! Of course there will always be demand for special school places in these towns. I'm also gravely concerned that you will purposely run down the sites of St Nicholas and Larkrise to make them unappealing to parents; I hope you will demonstrate just how you plan to invest in these sites and ensure quality provision so there is fair and equitable education across the three sites. Also, I will have to weigh up the risks of sending my child to the new site; whilst I like the idea of new and improved facilities, talented and knowledgeable staff have already fled St Nicholas school because Rowde is too far a commute for them and the argument that Rowdeford doesn't have a problem gaining staff is mute when you're talking about tripling the staffing needed at the new site. I also don't trust Wiltshire Council to ensure there are the right facilities and enough of them for 400 children!! Currently we have a hydrotherapy pool at St Nicholas for about 65 children. Will you be building 6 hydro pools on the new site to ensure a similar ratio? I also understand that Wiltshire Council's aim is to try to get as many children with additional needs into mainstream education, however this can't always be the case. My child would be like a caged animal in a mainstream setting; he would gain nothing from it, even with support, and it would be detrimental to neurotypical children to have him in their setting as he would be a constant distraction. I also don't believe mainstream settings are adequately funded to support children with additional needs, let alone those with complex needs or PMLD; they are already struggling to make ends meet and we as parents are constantly asked to self-fund initiatives or contribute to fundraising drives. This is on top of the fact that children with additional needs would impact on a mainstream school's attendance record (frequent illnesses due to medical conditions) and test results. The fact is: they don't want us, and frankly, I don't want them as they will not be able to meet my child's needs or help him learn at his level in order to help him reach his potential and give him a fighting chance at life.

Melissa
Loveday
SN11

No early years or post 16 provision at Rowdeford school. This has been many time by past and present parents/carers. We are still raising same concerns that have been raised for many years. Many children attend RDA or equine therapy which is also closed locally and children travelling many miles to attend, missing educational hours or stopping

Emily Rees
SN14

I still disagree with the fact that it will close Larkrise and St Nicholas. This will not be good for people being removed from their local area eg Trowbridge and Chippenham. I think that building on Ashton street to extend Larkrise, would accommodate more places in the trowbridge area. Also extended Roweford on its existing site for the Devizes area would also allow for more places. Keeping St Nicholas as it currently is now. At least then all staff and pupils would be able to stay local and keeping all jobs. I know that this won't happen because of that evil word Money. This is because Wiltshire Council want to make cuts and building one huge, busy, noisy school for children with Special Needs is the most cost saving option in the long term. I also think that where the new school is going to be built is on a very dangerous narrow road in the middle of nowhere, is still not safe and appropriate for a Special School. Only access to the community is Devizes as Rowde has nothing to offer except dangerous narrow roads with narrow pavements not suitable for wheelchairs. You would have to bus students into town as it's too far to walk and not safe. The canal walk would be dangerous for children with special needs, as they are unaware of dangers of water. Then when you finally get to Devizes all there is, is busy roads and small inaccessible access to a few cafes and small shops. At least there is more access and nice walks from Larkrise and St Nicholas, into the town centres with more choice of where they can go to cafes and shopping to get them use to being in the local community. I don't think that the ideal of building on Rowdeford site of cafe and shops etc is the right way to go, as this is not getting the students use to the local community and life outside of the school, eg dealing with general public. I also think building a state of art medical complex on the grounds of the new school is a waste of money, this is it needed now and has been managed appropriately so far, so what's the point. This money could be used in redeveloping Larkrise. I know I'm wasting my time here, saying all this, as the decision has probably already been made. Wiltshire Council will do whatever they are planning and put the money first before the people. I just thought I would say a few comments while I had the chance. Many thanks for giving me the opportunity.

Karen Davis
BA14

This proposal from the Council, shows they cannot fully understand the wide range of needs of the different children that attend the three provisions currently. Smaller settings based in their local communities are more beneficial for so many children with specialist needs, why have you not addressed this properly. A super school works somewhere in Bath as it is a small county but in Wiltshire which is far and wide you need at least two super schools so children are not travelling for hours a day to get there. Invest in the three current schools, you have been given so many examples in the consultation from specialist teachers who know what is best for the children.

Name
withheld
SN13

The point at issue here is not that the provision will be good when you get there, it is that children will end up being bussed long distances to get to the school. Travel for SEND children can be traumatic and this needs to be part of the consideration. Parents need to have easy access to the school and where it will take a long time to get to and from school this may cause real hardship if parents have to take time off

Name
withheld
BA13

work. It strikes me that this reorganisation has only looked at the bottom line and not at the problems this will cause.

Bringing all children under one roof is going backwards. Isolating a large group of young people with SEN with limited community access is replicating "Mental Sub normality Hospital" This is not inclusive it will create a separated culture. Supporting main stream schools to become more inclusive will be hampered by the remote location of the school. Inclusion in the community will be limited as transport will need to be used to access even the smallest shopping trip. THIS IS A BACKWARD STEP.

Name withheld
BA14

There is huge benefit to the children at these schools in them being smaller campuses. This enables the children to feel secure and confident in their surrounds. Each school maintains its "magic" by having staff that know the children well and by being well connected to the local community and environment. The schools are currently proud of their identity, their staff and their young people and have good connections. Many staff members (particularly support staff) would not want to, or indeed be able to travel to a campus that is further away and in this, many valuable staff would be lost. Although my son copes well with his commute to Rowdeford, there are many children at St Nics and Larkrise for whom this would be distressing and potentially dangerous due to medical conditions. For many families, it is imperative that they are in easy reach of their children should a medical emergency arise. Environmentally, there are brown field sites that could be developed upon in Trowbridge and indeed existing derelict facilities that surely could be better utilised. Rowde is a small village that would not cope well with a massively increased volume of traffic and its consequences of increased noise and pollution. Rowdeford is a beautiful site and deserves to be kept green and unspoilt. Children at Rowdeford benefit from the opportunities that the green spaces offer, and this would be jeopardised if it was turned into a building site.

Name withheld
BA14

I will be devastated if this happens and my son is forced to leave St Nicholas. For my son it would be the worst thing to happen and it will have a great impact on him in a negative way.

Name withheld
SN13

I think 1 school and 3 sites is a valid option, but I feel as only putting all of your energy into one site is wasting the potential. Wouldn't it make more sense to split the money amongst the schools, help to improve them all of the intention were truly to continue to use all three sites? You could even have each site having a specialty (e.g ASC specialist, SLD, etc.) as many schools with multiple sites do. Utilise what each school is already strong in and the resources they have available and capitalise on this by helping them to expand and improve as a whole.

Name withheld
SN15

Still have concerns regarding travel distances to hospital. We use Swindon and oxford and my child will miss a lot more school due to travel times for appts when he already misses a lot of school due to ill health! No choice I have a choice of schools for my mainstream child so why can't we have a choice of special schools ? If my child and I have concerns about this ONE school and he does not want to go there, what happens then? Where would he go? We have no choice! Who's to say this school will be great for everyone? Community spirit is fantastic at our school now and my son who is very vulnerable and struggles to trust and accept will have to start all over again at a new school with new staff and different community, this took many

Name withheld
SN11

years at this school and it's very unfair on him and others to have to go through this huge change when they already struggle so much with life. It really feels like they are being pushed out of their communities and being tucked away all together out of site....very unacceptable our kids deserve more and they and their parents deserve choice

The manner in which this survey has been written is almost as bad as the proposal itself! You should be ashamed. I do not support the proposal because you simply have decided to disregard the needs and well-being of the children and their families affected by this dreadful, ill-thought out proposal.

Name withheld
SN11

As a parent with a child attending Larkrise in Trowbridge and living in Warminster, the prospect of my child at some point being forced to travel to a school in Rowdeford fills me with disgust! I absolutely do not support my child's school closure. Whether it's in 3 years' time makes no difference. My child will still be at school then as she is only 9 years old now. Taking away my choice of school is fundamentally wrong and anybody who can't see that is completely ignorant to our rights as parents. I do not want my child having an even longer journey to school than she already has.

Rachel Griffiths
BA12

The survey has been engineered to give the answer you want. I think post 16 should be an option in the child's LOCAL school. Interaction within their community, but you've heard this a thousand times over, consultation after consultation and yet this is still not for the benefit of the children. One last chance stop playing with the lives of vulnerable families and using this three school option to shut down other school sites later.

Name withheld
BA14

Local schools for local children. If any of the mainstream schools were going to be closed causing the students to have so much further to travel as is the case for the children of Larkrise it would never have got this far in the process. The children that Larkrise caters for are given many opportunities for interacting within their local community meaning the young people are known within the community and are able to access many community facilities. I worked with people of all ages with special needs at a time when we worked hard to ensure as many as possible were able to go into communities and interact and become valued members of their community. It seems wrong to be even considering sending the children of Trowbridge and the catchment area out of the place where most of their lives will be lived. In fact it's almost akin to the out of sight out of mind ethos of institutions out of the way!

Deborah Sivell
BS30

As a part of the senior leadership team at Rowdeford I worry that the ethos and values-based learning that is so successful will be lost during the formation of the new leadership team. I also find it quite astonishing that whilst the potential loss of my job has been provided helpfully on a slide for everyone to see, there has been no engagement at a personal level for either myself or any of my fellow professionals at any of the schools affected.

Kathy Dillistone
SN10

Wiltshire has failed so many children since 2010 when the EHCP was launched, there is still a vast amount of children out of education and do not fit any of these schools, isolation booths etc are not fit for purpose. Autism is also one of the conditions currently still being misunderstood, big schools are not the way forward and you are already aware of this.

Star Painter
BA13

I support the need for more spaces for SEND children and young people needed in the next few years. I don't support the proposal to have one large school in Rowdeford when housing needs in Chippenham have escalated and new housing is being built. Chippenham is much more accessible for SEN children in this community and I feel strongly a new school would be better built in Chippenham to meet the local needs and allow our children to be part of their immediate community and not cut off in a small village location where you cannot easily access the local facilities.

Name
withheld
SN15

local schools should remain in their local community. St Nicks has strong links with the secondary school next door which provides excellent inclusion opportunities for pupils at both schools. Parents who don't drive will have difficulties travelling to a site in Rowdeford due to poor public transport links. A number of excellent experienced staff will not be able to travel to Rowdeford. There are concerns regarding access for emergency services, i.e. ambulances, to get to the school in time for medical emergencies, a number of our children have life threatening disabilities. There has been the suggestion of the air ambulance but this would put an unnecessary drain on the charities resources.

Name
withheld
SN15

It is wrong to take children out of their community or their closest communities for school just because they are disabled. Trowbridge is accessible easily even for us in Westbury / Warminster and feels like our community. Rowdeford is too far away and not accessible to parents / carers and will not feel like our community. Trowbridge has a lot of facilities that disabled kids learn to use which will help them be as independent as possible in the future. Rowdeford does not offer this and will cost the authority more in the long run as some disabled adults will be less independent as a result of being taken out of their community and to a rural school. People around the Trowbridge area get to know our kids and lend a hand when needed. This will not happen if they are all sent off to Rowdeford. The kids, parents and the whole community in Trowbridge benefits by having Larkrise where it is in terms of social cohesion and inclusion. The same is no doubt true of St Nicholas. The kids do not like the long journeys which could be 3 or 4 hours a day. My child is already on the bus for 3 hours a day just to get to Trowbridge. The bus is far too hot in Summer as I am informed they are not allowed to use the air conditioning to save on fuel costs. Disgusting. Behaviour and safety will suffer undoubtedly with longer journeys. I was told by your Ed psychologists that children benefit from being schooled locally which is what Trowbridge offers. You should look for savings elsewhere or raise more tax rather than penalise this group of vulnerable kids. No-one wants this except Councillors and Council staff to save money but no doubt you will go ahead anyway regardless of 'consultation' responses.

Jacqui
Abbott
BA12

I think it's sick council is doing this to children moving them out of the town's they love to pretty much put in the middle of nowhere. It's as if their treating our kids like monsters that don't belong in the real world. Some of these children can't cope with big huge crowds but they don't care I think all they care about is money. St Nicholas school is a fantastic school but hey don't think so. They say they look after people

Name
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SN11

but they don't look after children with disabilities. Taking them away from a school they love is just proof. I don't think this new SUPER school will be anything like they say. It's on a dangerous road as far as I'm concerned.

An establishment of this size is untenable. The logistics surrounding staffing, transport, parking, medical and therapeutic care would appear to be insurmountable. Besides that, its location is not conducive to fostering the strong local community ties that are so important for pupils' social development. The whole proposal smacks of a return to "institutionalised education", where all the children with special needs are thrown together in one place, out of the public gaze and segregated from the rest of society.

Chris
Hackett
SN15

I think the new school will be too large: many SEN children struggle in the busy environments of larger schools and that is why they can't stay in the mainstream in the first place. - I think the new school will not solve the conundrum of what to do with the "kids in the middle": when you have a child who has strong academic potential and some good social skills who suffers terribly from anxiety, has a range of sensory processing challenges, needs a lot of support to develop emotional literacy and social skills, and needs a lot of support to be able to access the curriculum and achieve their academic potential. At present the special schools appear to cater for those children and young people who are significantly impaired; however, they are not able to provide the academic ambition and social development that "kids in the middle" need. However, mainstream schools appear unable to provide the support that "kids in the middle" need to thrive academically, emotionally and socially. - Many children and their families will have to travel too far to this one central location: it is only really convenient if you live in the middle of the county and for many children could result in significantly longer journey times than they have now as well as reducing their chances of socialising with their friends out of school because they won't be local. - In our experience mainstream schools are supposed to be inclusive and accessible to SEN children but they simply do not have the resources, knowledge and skills to do this, and because they don't have the skills / knowledge they are not willing or able to recognise this which results in an unnecessarily long hard fight for parents in order to secure the support their child needs. I do not believe that one big school is going to be able to provide the outreach all the primary and secondary schools in the county need in order to rectify this and the money can't be spent twice: I think there should be more funding for the services working directly with schools to reduce waiting times and improve the frequency and depth of involvement in mainstream (i.e. educational psychologists, OT, SALT, cognition and development team). I think there should be more funding for appropriately skilled staff to work at better ratios (i.e. more 1:1) with SEN children, and there should be more funding for appropriate training for teaching and support (i.e.. TAs) staff. - I think the Mendip Free and Fosseway are good examples for Wiltshire to follow.

Name
withheld
BA12

I appreciate that there is a need for more special needs places in North Wiltshire, I also acknowledge that some of the existing sites are outdated and need an injection of money to boost resources, skill sets of staff and provision. However, I do not understand why the chosen site to develop has been Rowde. This site is not the right site to develop for the majority of our pupils - I acknowledge that it is the site which has the space to do this, but it seems that other sites in Chippenham and Trowbridge have not been considered as being more inclusive and community based. It is extremely important to our pupils that they are in a setting which is part of a community and that has as little travel time as possible for them. Whilst the three

Name
withheld
SN15

sites will run until 2023, it is a concern that no further funding will be injected into maintaining and improving the 2 other sites - St Nicholas and Larkrise. They desperately need funding to improve their provision and it is our responsibility as educators and as a local authority to ensure that they pupils get the best education and access to resources, specially trained staff including therapists no matter which site they are on. My concern also lies in the management of the transition with 1 executive head overseeing 3 sites - there seems to be no clear consensus as to how the three sites will be managed and what the senior leadership will look like within those sites.

Rowde is not a site that has good access to a community. Pupils in wheelchairs will not be able to access equivalent facilities and communities that they currently have at St Nicholas and Larkrise without having to spend more time on transport. Rowde is not easily accessible by public transport for staff or parents who can't drive. If St Nicholas School site shuts several experienced staff won't be able to do the extra commute to Rowde - this will impact greatly on the pupils who need consistency and adults they know in their lives. St Nicholas School already has a hydrotherapy pool that is used by pupils and the wider community, many of who have a physical need for hydrotherapy and can't travel any distance to access it. The proposal doesn't take account of the pupils who all have high medical needs as pupils who seizure will be put at risk by having longer journeys to school. There needs to remain a special school in Chippenham so that these pupils can be seen and accepted in their local community.

Name withheld
SN14

Very concerned that the provision will dilute the quality of secondary education that Rowdeford currently provides. I am confused by some of the detail. The slides say 400 new places on Rowdeford site but previously it was much less than that?? Also it implies the other two schools will remain open when I thought the idea was closing them. What is the point of the changes if those sites are to remain? This is not clear. Not clear how one leadership team over three sites will work. Rowdeford currently provides excellent provision and the systems etc in place clearly work. How much will those successful systems be affected by the changes? It is not clear how the new school will work regarding bringing in children with profound difficulties. My daughter is verbal with mild learning difficulties so I am unclear how classes and lessons will be designed to incorporate all the radically different abilities. Is there a model from other schools in the country you are aiming to copy? Overall, I am not in the slightest convinced that this is not about cutting costs at the heart of the decision and I have no current vision on how the new school will operate. Three sites, one school is not how it was originally sold. I feel enormously sad that Rowdeford, an excellent school in its current form will no longer exist.

Emma Morgan
SN10

Thank you for the opportunity to comment. Firstly, I support Wiltshire Council in seeking to improve provision for some of my most vulnerable young constituents, staff and families. That is greatly to its credit. I am very aware from my constituency casework of under provision in county. However, I note that the proposals will reduce it by around a third only (based on the proposal document figures increasing provision from 293 to 400 with 300 currently out of county). I also note the projected increased demand. The revised plan appears to be in response to public pressure and I welcome that, congratulating those who have campaigned for Larkrise (an OFSED rated GOOD school) and St Nicholas and those who have listened. Again, I note that no final decision will be taken on these two schools for two years at which point there will be further consultation. I am comfortable with the idea of unified management particularly if it leads, as the revised proposal argues, to reduced costs

Rt Hon Dr Andrew Murrison MP
BA13

and addresses the current deficit across the existing estate. The plans for post 16 are positive. However, in my view closure of Larkrise is unacceptable. All children, and primary school age children particularly, have a reasonable expectation of local schooling and this should be especially so for the young people in question given the added trauma to them and their families of travel. I have been struck in discussing the issue with parents and as an ex Special School Governor by how all-consuming getting to and from school is for them. A single school near Devizes is bound to increase this. I will continue to resist any downgrading of Larkrise as I do not consider that it will be in the interests of those I represent. However, as a minimum the decision in principle should be taken now to maintain Larkrise for key stages 1 and 2. That would be a reasonable compromise and an indication that the Council has listened to the community. It would ensure that the Council can make further inroads into reducing expensive and traumatic out of county placements and add future-proofing to the benefit of all involved in the north of the county. Once again, thank you for the opportunity to comment.

Three Ways works well in Bath. That is because it's in the town with main transport links. Devizes has none of this. You're losing the inclusiveness of local community. So important to these young people. Using the different transport types on offer in Chippenham and Trowbridge.

Jane Gibbs
SN11

Bigger classes mean children more susceptible to pick up infections from class mates, more children on transport leading to longer journeys to and from school, what access will the children have to the community ie church, shops, park ???

Name
withheld
SN12

The site of the new school is not appropriate due to its planned size. The road infrastructure will not cope with the traffic generated by 300 pupils and the staff required for a school of this size. The pavements surrounding the proposed site are too narrow or are non-existent therefore preventing pupils from walking in the local community. New schools are needed to complement the existing schools, but they need to be located evenly throughout Wiltshire so that pupil journey times are kept as short as possible and that pupils can go to school within their local community. A number of schools are needed to give parents a choice as to which school their child will attend. The proposed site increases ambulance response times and although a helicopter pad has been suggested as a solution, who will fund the air ambulance service?

Name
withheld
SN11

The rate that Chippenham is growing there needs to remain a special school to provide provision for this growing town. There is a post 16 provision provided already moving out the students' local town is a silly idea making a lot things inaccessible

Tracey
SN14

Not sure how all this will work out, but I hope that all schools will stay as they are and not make it into One school, It would be amazing if our children to also have an option to choose which school they Would like to attend instead of just a one size fits all kind a of school

Name
withheld
SN4

The feedback and needs of the young people and their care givers should be the priority, but I feel keeping the existing schools open beyond 2023 gives them a choice. Perhaps a big school doesn't suit their needs, maybe the location doesn't work for any number of factors (work/home/other dependants care), perhaps the move would be traumatic. Mainstream children have access to different schools, why shouldn't SEND children. Parents who are so inclined can move to access the school of their choice. Providing a single option is discriminatory in my mind. Then there is the exposure to the community. Our community will suffer by not having SEND individuals in it. Our society should be representative, and these children should be seen, and that can be achieved by keeping their schools local. Finally, as difficult as it may be for you to balance the different considerations you have with regards to service provision and costs, you should take care not to forget how difficult it is for those who are impacted by those decisions.

Kathryn
SN15

Foot note

Ten respondents requested that their response (additional comment) was NOT included in any publicly accessible document produced by the council as part of the work undertaken to develop special school provision – these comments have been supplied to the Cabinet under separate cover.

SPECIAL SCHOOLS PROPOSALS (19 November 2019)

APPENDIX 3(a):

FACE-TO-FACE MEETINGS AT ROWDEFORD SCHOOL – 12 September 2019

Meetings led by: Helen Jones, Director of Commissioning
Judith Westcott, Interim Head of Children’s Commissioning and Joint Planning
David Paice, Interim Head of Special Schools Transformation

Sessions were digitally recorded and then transcribed. Please note that some dialogue did not always come across clearly, where this has been the case this has been identified or a sense of the dialogue included. The original audio recordings can be drawn upon for clarity if needed.

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Rowdeford School – Staff session

Mike (Rowdeford Headteacher)

Good afternoon. Well thank you for coming. I really appreciate you giving up your time to come to listen to this and to take the opportunity to give some feedback to local authority representatives. We've got Judith Westcott and Helen Jones and David Paice who are here. I think David is doing most of the talking.

Helen Jones

This is the first one we've done on this round of the consultation. As you'll know the new consultation started on the 2nd of September. You'll be clear, when I came in and I saw the proposal, pinned on your front door that the proposal has changed from the original consultation. The proposal is it's an L.A. maintained school and that it will be across three sites. But the new build will take place in Rowdeford and at a future date when the Rowdeford build is complete, then there would be a consultation which the leadership of the school would do, around whether it should maintain three sites, two sites, one site or however many sites. I just wanted that to be clear that this was the proposal.

Helen Jones

We are going to record. And so, if you speak in this meeting we're going to give you the roving mic to speak into and we're going to assume your consent. At the point in which you speak into the mic that we can transcribe what you have said, and it is really important for any challenge on the consultation process that we have been open and transparent and that we give members a fair representation of what people say. Hence, we're doing this recording. Okay? So, David is going to take over.

David Paice

It may be that I may be a little bit clumsy in terms of what I need to say something you might stop the flow a little bit but it would be this one I pass to you and we, as speakers, will also look a little bit clumsy because we need to come to you in order to capture what's going on so I can transcribe that. All this is following this presentation that you'll have seen a number of times-the time line, so there's no change to this.

David Paice

This is the representation, your opportunity to give us all the information back so that we can feed that back in, on this timeline. I'm assuming you've seen this a number of times before?

So, within that, there are two bits to the whole process. One of the bits, is around amalgamation, so there's guidance and two sets of documents that we have to follow in terms of actual guidance. And then there's a whole governance piece as well. And some of you may be governors or may think about becoming governors so there's bits of guidance that we're following there. So that is opening and closing, that's the legal documentation, let's move to the next one.

It's an amalgamation, so that's part of the guidance that we're following through. The next one. It's a local authority proposal because the feedback was we actually wanted a local authority maintained school. That means that we are the proposer. We've got the consent so we're onto this stage here. We had to go to the secretary of state to get his consent to move that forward for the proposal. So, we're here as a local authority as we're the proposer we can't mark our own homework. So, the whole proposal needs to go to our cabinet again.

Once the representation is back. We create the report on everybody's behalf. Push that back to Cabinet. They agreed to put 32 million pounds forward into this process. We need to kind of go yes. Still following this unless something comes back that changes our mind. So far I think

nothing of that nature has, so that goes to the cabinet, likely to be November. We then assume that they will say "yes", that will then move to the school's adjudicator. So, it's nothing to do with us.

It's completely impartial. They will then look at all of the documentation and hence Helen is absolutely right, we need to record everything that we do, so that an external expert will go, on the basis of the evidence you've presented; Yay or nay. And we know we cannot then go back on that. It's entirely their call. But now there's a lot of goodwill that we have. So, there's a lot of momentum behind it but it is their call. So that's the process for that.

Next one please.

And this is the phase that we are at. So, this four week is called a "representation period". And that is absolutely why we're here. During this presentation, not only will I go through this process and what each step means but also, work still goes on and I'll come and explain that too. So, just picking up Helen's point, this on your poster here is exactly what's on the projector behind me. So, it is to bring your school together with Larkrise and St Nicholas, together under a single leadership team.

All of those three sites, you will operate as one school. So, all three schools close but at the same time, new school opens and all three sites they'll carry on. So that's the part of the amalgamation. To facilitate the capital build, there's 32 million pounds. And then, at some stage when we've worked through how's this site going to work, how are the three sites going to work, what curriculum do you want to put into place, that's the decision for you collectively to come to and then we'll go okay, well let's see how that marries up with demand in the future.

So, there is a requirement to come back and have a think later on, when we know, but absolutely, all three sites stay open.

Right.

And so, these are really what we want your representation on. So, there's a bit of a question too to me here. And I'm, I might pause to try and capture some of your feedback because the proposal goes, this is the rationale; so, we need more places. So, there's a capacity issue. Does that hold and maybe which one of these are the most important to you? Is it improving standards? A unified leadership team should enable you to share best practice and expertise. Inclusive education, not just in the three schools but it's kind the outward facing work that you do in other schools is to be celebrated and built upon, more of that.

Professional development is going to be key, health care access to those is key, more resource bases as part of this proposal and post 16. So, you'll have post 16 both here as well as in the other two sites and that's for you to configure. So, it might be pertinent for me rather than to rattle on but just to ask that question, which bits of that really resonate?

If you know, do you want to feedback or not?

Staff member 1

The one thing that I was going to say was....

We know that there are going to be new students coming into school. We know that the model currently [unclear recording] isn't inclusion within mainstream. So, I guess there isn't a lot that we can actually do to change that regardless of how we feel about an increase in capacity within the school. From my point of view, knowing that that is the case, it is making sure that we still feel like a spacious place, we are, or are already having to deal with, an increase in numbers in our year sevens. And that's interesting even in the first two weeks, I think it's going reasonably well.

But there are definitely space considerations that I'm noticing even as I've taught my music today. So yeah, I think we know that we're going to have to do that, but we don't want to sacrifice space over numbers.

Staff member 2

I think throughout this whole process we've been seeing how it fits into our own mission statement to be at the forefront of education and actually, so for me, and I know for a lot of staff, the actual moral imperative of by getting the education across Wiltshire, the standard that we know that we can give at Rowdeford and we pride ourselves on, actually growing that and using all those amazing staff at Larkrise and St Nicks as well and getting the best quality of education for our SEND students across the whole county is really important for us.

Staff member 3

And I would agree with that and say for me it's enhancing the SEND staff professional development and knowledge because I think the nature of SEND across all settings has changed. So, you have children that no longer fit under nice neat little headings of kind of MLD. The complexity of needs are so varied that you have someone in this school, for example that cognitively he was very very able, but their physical abilities and things that they can access, are greatly impaired by that. So, it's looking at how other schools are doing things and getting that practice.

And I just I'm just glad that things are moving so I think actually the consultation has stopped [unclear recording]

Staff member 4

Say, one of the things that I think excites me the most on that list, is the opportunity for us to have an impact on resource bases and ELP provisions in secondary schools as well. I think having more influence and more the opportunity to provide expertise and up skill people and provide resources for those areas as well, I think, is absolutely essential for the long-term vision of SEND provision within the county. So, that really excites me and I think if you want a truly seamless provision across the continuum from right down PMLD all the way through to MLD borderline mainstream, that the unification of those provisions, in an amalgamation, is the only way to really provide that seamless transition between various different provisions.

Staff member 5

That's right. This sounds like all of us agree with all of those points to one degree or another.

For me investing in the Post 16 giving options to our young people where I think a lot of their choices have been removed in the past and actually giving them something that really does meet their need far more than currently and what is there is great. But let us offer even more, give them as many choices and let us always focus on what is our intent for our young people and getting them towards independence as far as is possible for them with dignity is absolutely critical.

I think that the investment in that element of it is going to be exciting and that's the bit that 'oh' I can't keep my excitement held in for much longer! Thank you.

David Paice

Yeah absolutely. Absolutely. Next slide is just absolutely making it completely crystal clear. All three sites remaining open and you get up to 400 places here.

Bearing in mind it has to work from a spatial perspective, so that's up to 400 places and that's the proposal. So, what we want is a timeline to really work to.

So, if it builds on this one that you've seen, there's some quite nitty gritty bits to the actual process, so you can see it on this slide; it's where it's at for the school and then on this slide there's a sort of legal process that we have to go through in terms of opening the new amalgamated school and the whole "what you have to do" in terms of governance, the appointments and so forth. So, from now through to Christmas, it's business as usual in many respects, I'm using Mike's vision here, there's a weaving of what's happening now anyway as part of how you develop practice both here and also in Larkrise and St. Nick's and all of the others, the relooking at bases and so forth. All of that still goes on and there's loads of really exciting things that are going on currently. Numbers are up in and we've got more money to support bases and got more investment in terms of free school.

So, there's a lot of investment across the county of which this is a key part. That is coming to fruition and I'm delighted to say that I'm here quite a lot now with Mike but also other heads. So, there is some work already going on but in terms of you from a staff perspective it is the same. When we get to Christmas, then we're into a shadow governing body, if we get the green light. So, we're kind of hoping that the procedure that I talked about earlier on getting to the school's adjudicator, that happens November, the school's adjudicator gets it.

The proposal goes to them. They come back by Christmas. Hopefully we get a green light. At that stage, if it's a green light it would be a shadow governing body after Christmas and it's the Shadow governing body that then we'll put together.

What are the three sites going to look like? How the three schools going to be able to share best practice? What's the sort of leadership team and staffing structures that will be able to do this? And what professional development do we want in order to move it forward so that they'll have a view of that because they have to have it fairly quickly. There'll be elections or you will put forward a staff governor having equal equitable representation across all three schools so the numbers are the same.

All of the heads are involved. During that process you all have a chance to steer what you want in a shadow format. That is a lot of work that needs to happen pretty quickly though because you'll have what one will have to go out. The shadow governing body will have to go out because they look pretty early, February time, for a principal because by March the principal or those people that will be interested in the role will be looking to put an application together and then have to be interviewed. We want to get the principal in place for a single leader to unify the team by April.

So yeah, we need the appointment-it will be in April. If we have the appointment in April, then the start date of the principal would be in September. So, in essence this year, this academic year will have no change in terms of what you're doing with your students but you will have the opportunity to get involved and shape what you want from the amalgamation. It's going to be quite a lot of work and that is beginning to happen and even if it's not an amalgamation, the work that you're doing collectively to think around three schools, to work together collectively, is great. And that that will continue to happen anyway because we have to hit the numbers for the following year.

So, we're planning that right now collectively. It happens to be that the amalgamation will also enable us to do that and we think that's the strongest proposal which is why we're putting it forward. So that's the energy behind it but it is that process that gives you the opportunity to then you know play a real part of it. From that time onwards, we've got a number of incremental years to get to 2023. So, the new building is 2023 in completion. We're going to be looking at it carefully to be a modular build.

Think about the sensitivity of space and how might that look and what are the numbers coming forward. But that's the place. So, we need to think about well what are we going to do year on year to accommodate, working collectively together, and Mike and Ros and Phil are working on that that right now and I'm sure you will be involved in the thinking as that progresses. So that is how I think it will come together over a period of time. Would you like me to stop and ask any questions that that bit?

Staff member 4

Absolutely. I just think it's worth reiterating that even though you've written business as usual only in the first section, actually, I think business as usual goes through all of those sections for the wide, you know, the large majority of staff and students.

David Paice

That's a really good point.

Staff Member

If one of the heads of the special schools were to go for the principal and got it, that would leave an interim period of time where one of the schools, although it's business as usual, wouldn't have a head. So would that be?

David Paice

No it wouldn't. In that, the heads are the heads for the three schools for the rest of the year. The earliest we could get a principal in for the new school, assuming that we had the go ahead for the amalgamation, would be September.

Helen Jones

Yes, the issue is it could be a year to the single leadership and that would need to be something that we would have a conversation with the principal and the head of the school as to how they would wish to see the backfill done etc. So why we're doing is if you think about if we were going for an Academy you'd have a MAT (Multi-Academy Trust). And it's really important that with the local authority, we are here to support but we're not leading, it's led by the principal and the shadow governing body-they direct the single leadership team. But we wouldn't want to leave any school in the lurch with under capacity, so we would need to have a conversation with the principal based on that.

Staff Member

I'm just trying to understand something about how the shadow governing body works. So, I can see that we've got the shadow governing body, who should be in place from January 20 and then a few months further on we've got the single school governing body.

David Paice

Yes.

Staff Member

Presumably that will be a more concrete formalized situation supporting the principal in implementation of their vision and what it's going to look like as a single school going forward. I think the bit I'm trying to understand is how the shadow governing body will influence that vision early on and what their relationship will be with the three school heads.

David Paice

So, then the next slide I have.

Absolutely, absolutely. Excellent question. Thank you very much.

So yeah, they do they. They are really important, and the structure is slightly different. This is a proposal. And any questions that you have, I'll try my best to answer. But I have said to the head of our school governance, she's on holiday, they're not here for two weeks and she apologises about that otherwise they would have been here. So, I will feed things back if, technically, I'm not 100% sure. But I can explain the proposal and it is only a proposal. So, on the shadow governing body.

So, in the first instance we're having six members of staff, so you've got in terms of staff, you have the heads, so all three heads sit on there as does another staff member.

You can choose, you know, you could have an election should you so wish for this or if you're already sitting, you might as governors and as the staff governors agree actually. 'We're very happy for you to go forward'.

But that that's the key number of those. The local authority is playing quite a big part in terms of giving you access to finance, to construction experts, to HR experts. So, we're surrounding the key team with support.

So, we've got six, sorry four, co-opted governors. Co-opted governors, we're proposing, would be folk of experts that might have the expertise. Grant, I think, works with Marie and the team to support from a financial perspective, if that would be appropriate. And there'll be one local authority governor, that is, kind of, part of it. So that will be a decision for Helen and the team to put forward from the local authority.

And there are, you can also consider, well actually I've got, I don't fit into that number of people. So, I've got a number of folk there. If there are other committees where you think, actually I could help here, and this is really important. That's where we can consider a larger number of associates. But in terms of the voting, that's the proposed structure for a maximum of a year. We probably wouldn't need it for a year though because you would have moved into the formal structure by September.

But if we go, the term is a maximum of a year, should we not have managed to recruit until May or we have to go out again, it might be January. But that would still give us a year or so- January to January might not need the whole bit, probably by September we're okay.

I think the importance here is you do not have to wait for the head to come in and you have all the answers. A lot of work needs to be done to build on the on the momentum behind the proposal. All of that rationale will be driving you forward. I think the shadow governing body is to build on the momentum and actually make that clear so that when they go out for the advert actually we know there's a sustainable structure to it in skeleton format.

But it's not going out blind it's going I'm really informed and your voice to channel what you collectively want out of the amalgamation is key. And then your shadow governing body can be a representative of you and the local authority to say this is what it's all about. This is what we want. We go out to market to ensure that we get the right single unified structure at that stage.

(Inaudible question) David Paice-Not as I know a particular number I would have to refer back to. No but you do want to feel confident and we as a local authority would want to be absolutely confident in terms of the sustainability going forward. We have a budget, will have a funding envelope of key members of staff. What is happening at the moment? Are you saying, this may be your stealing your thunder? The solution to being more creative is to work collaboratively, an amalgamation is a big proposal but it's not the only way forward. It's just that of all of those we strongly believe in this proposal. So, we are putting it forward. But regardless of that, informally outside of this process, Mike is working already with Phil and Ros to start thinking through well how do we get the vision and they're doing that right now. You know, how do we

then go back out to our staff to ensure we're right? They're thinking that through. So already then, you've got, well that's the that's the vision, that's the mission of what we can do collectively, align with the rationale that they, you or experts, are able to come up with, this is what we think we can do.

So, the shadow governing body then will take that work and be able to go out and we will have confidence that what we're going out for in terms of numbers of bodies in a structure more or less makes sense. And then it's up to us to listen carefully to the proposal that comes from candidates, to think, okay, does that work? But you've already got a direction that you're going into. So, the work that you're doing and have done over the years to get to this part, that's the driver that we're building on.

So, I think that's the movement in that regard. Does that help? Yeah? Then you get to there's a slightly different structure here because you've got three heads in place on the shadow governing body. You won't have that when it comes to the actual governing body. And there's a difference in terms of the staff governors too. So, you have the kind of core five and I think we've put two more in there. But you move down to a relatively standard single school governance structure, in terms of what moves forward.

What you might want to think about I'm proposing here is for your consideration for a single year. Usually governors are on for four. Now when it's a local authority governor, local authorities are here for a while. They probably give you that continuity you might decide from the head who's thereby, by virtue of their role, might want to go well will suck it and see. Maybe we'll put one person in but at that stage you are one school, you are kind of looking collectively amongst your staff, your parents, to go for our one school, who goes forward? And that's where your shadow governing body needs to think about the skill set, it's got that period of time to get used to what's the right governance structure.

And they will have to make a number of meetings unless you

Judith Westcott

This is how this fits in with the bigger picture. So, we've always been talking about the fact that this wasn't just meant to be an isolated change and that the changes that we were proposing were part of a bigger picture in terms of the resource bases and ELP provision and also the big push that we're trying to look at about what inclusion genuinely means. How do we ensure that children have an inclusive education? And by that I don't just mean where they physically are, I mean about being part of their community and being able to grow in their communities so that they, when they get to adulthood, feel comfortable and able to participate in the communities in the way that that feels best for them.

So, we briefly on this slide are just trying to look at the other things. So, we put the little pink jigsaw piece as a sort of reminder that this is one jigsaw piece in the bigger picture. Alongside this we're also creating additional places elsewhere around the county as well. So, there are new places and enhanced learning provision at the moment. There are new resource base places, some of which are coming online this September and some which will come online in the next two years because then going back to your point, one of the things we're very aware of is that we can't wait till 2023 in order to meet the demand. So, the demand is happening today. You know that is-you know that it's happening right now. So, one of the things that we're always having to remember is this sense of this big vision that we're talking about in terms of going forward. The amalgamation is, if you like, a tool for doing that. The vision doesn't change in terms of wanting to create more inclusion, wanting to create more places, wanting to be able to keep creating that development and that sense of what can be possible for young people with SEND.

So, as I say we've also got additional places in all of our other special schools at the moment. So Downlands this September are going up from 69 places to 90 places. Springfield South, if I

can remember all the numbers, they've now got 32 children there, having started with 16. We've then got Exeter House who've changed from, I don't have the numbers here, 142. I think they were at 134 last year. And of course, we then have the possibility as well, well not the possibility, the reality of the new free school which is an additional 150 places for children with social emotional and mental health problems and ASD.

So, when you see your bit of the jigsaw, it's part of that big picture ensuring that we've got enough provision across the whole of the county but equally so and this is the bit that's really important on the bottom here. And I'll come back to this bit as well. The new SEND strategy being put forward. I can now tell you that I've been with the local authority just about five years. The first job I was given when I came to the local authority was to create a SEND strategy. That's now completing this Christmas, that comes to an end. So, we are now starting the process of saying how do we want to build forward? And interestingly, we probably won't call it a SEND strategy, we will call it an Inclusion Strategy because that's the big overarching vision that's going through all of this. So, we were just talking a moment ago to your colleague in the back and she said you know you do a lot of consulting. Well we haven't stopped yet. We will be coming back, and we want to talk to you about the SEND strategy as well. So, you get an opportunity to think about how the changes we're making and presenting here, fit in that big picture as well. And that of course we'll be talking about all kinds of things to do with mainstream schools as well as the bigger picture. And I will just go back and talk about the independent special schools or the out of county special schools. So, Helen is also tasking me with looking at a review of what we're doing with the independent special schools at the moment. To understand how they fit in the picture as well and how they might need to develop and grow and move with us to ensure that the provision is available locally for the children as far as possible but where it can't necessarily local. We're also looking at the degree of specialism so we're going to be wanting to speak to our special schools about how you can be where we stop, you can be the next tier forward. And indeed, talking about ways in which our vision about working together can be shared with them as well. So how can we ensure that we create that good continuum for children and young people going forward? Are there any questions you'd like to ask or comments you'd like to make about that?

Staff Member

So, my understanding was we were looking to try to reduce the number of children who were travelling from the south of the county to the north of the county. That doesn't necessarily sound to me like that's going to provide that much of that. I can't see that having too much impact on those children who are having to travel from Salisbury to this site for example.

Judith Westcott

Yeah, I mean I think we've always got that sort of stretch across. Remember we've got Downlands as well. So, we've got Downlands, who are doing SEMH as their primary with ASD background. And if you like Springfield, do it the other way round. So, they do ASD with SEMH in the background, so hopefully having Downlands and you guys in the middle, we're then able to stretch up and stretch down but I think I'd also say, I think that the inclusion agenda is really important in this.

So, what we know is that there are huge numbers of new children getting EHCPs at the moment. Now we want every child to have a great plan and we want every child to have a great education. But what we know is that choosing a special school is not the only option if you want a great education. So, we want to ensure that children who are in the mainstream are also getting that great education and that there are all the bits in-between being in mainstream and into a special school. So, we need to look at how do we ensure that our mainstream schools are getting the support they need.

And that goes back to some of the vision that we were talking about for this school. So, we've been speaking to people particularly about when we've got the new free school in the south-it

will be an academy. So, I think that's the other thing that I think is quite positive. We'll have a mix of maintained schools and academies so we're getting the best of both worlds in that respect. When we went out to them and said you know talk about this school, we said we see the new SEMH/ASD school as an outreach school which happens to have a base.

And I think that's one of the ways that we're wanting to talk about this idea is that the build is secondary to the vision and the delivery of great education because great education can happen anywhere. And we know that we need to have places. Yes, so yes, we will be talking about building here and that's the other bit that I do want to draw your attention to is that regardless of whether or not the school's adjudicator says yay or nay, we know we will need new places so that background work has to continue. Whatever that outcome is we will need to be working with our council, our cabinet, with you guys to ensure that we meet that whatever the outcome, which is why we're having to start all of the work now and start doing that thinking. And it is really good to be here to be able to have that conversation with you and we're really pleased that the secretary of state allowed us to do that through the idea of a maintained school because I think that enables us to keep talking together.

Staff Member

I just want to know, I know it's not your decision, it's nothing you're in control of. You know you said "if" this is where they say yay or nay. This has been for me, such a kind of a convoluted, drawn out process, as is. What does happen if it's nay, just because in terms of you know talking to the children and kind of you know that they know that this is all kind of going on, is there a party-line?

Judith Westcott

I think one of the reasons why we separated out bringing the senior leadership team from the building bit because what we knew we had this vision and we were sharing this approach and wanting to build up things for young people and we didn't want that to be dependent on other decisions. So, by being able to build the vision that means we can keep going forward with all the good things that we want for our children and young people. In the meantime, we accept that government and particularly government right now has interesting wheels that it needs to turn.

And we need that can keep going forward without it damaging it. You were saying you know , you know that some cases this decision making is almost stopped as a sort of glue is into places. But I think part of the way forward now is enabling to unstick that and allows us to keep moving forward and ensuring that we can create the best provision. Undoubtedly you know if they say no we're going to have to go back and do a little bit of thinking and say, how does that all fit? But I don't think it stops the vision.

Staff Member

Thank you.

Staff Member

Question on the inclusion strategy and whether we were going to be consulting young people on what they felt about their inclusion?

Judith Westcott

I have to say that's been one of the really exciting conversations that David and I have been having over the summer, talking about how we get involved with children with SEND and you'll be aware that as part of this consultation, we're actually coming out to meet the children. So last time we did it, we kind of said to you, could you give us some feedback? But we're actually coming out to all of you this time and it's one of the things that Helen is very committed to is actually ensuring that we build that approach and ensure that it becomes a reality and when we

start talking about the practicalities and I think that's one of the really nice things about the guys that, you know, the kids who are here because you'll be able to see buildings happen here.

I think for the children here, it'll be really fun to start talking about, you know, what does this look like and how does that happen. And, you know, having conversations with them about how do you want to be in touch with kids over at Larkrise or kids at St. Nicholas? You know and use the technology that's available. You know I'm always struck by the fact that my son, two of his best friends don't live where I live. You know one of them lives in Milton Keynes, the other one lives in America. And I think that understanding of the world we live in now gives so many more possibilities to our young people for whom physical movement is not always the easiest thing. I'm going to go back to you David.

David Paice

I'm delighted to say I'm coming over.

The opportunity to meet children and young people is really, really great. Greatly received, because we want to make sure that we genuinely capture their aspirations for their futures through this programme. I'm still working on the exact kind of half hour slot and your thoughts on that would be really gratefully received because it's not been finalized yet what we're doing and I'm going to be led by yourselves but we're definitely here to listen and be with your kids. So, look I look forward to that. Thanks for letting us in.

David Paice

Let's move on a slide. Yes, this is it. So, the key thing here I think is just to say I'm quite excited about the proposal. In it we're building on this kind of continuity of opportunity that goes, we've got primary, we've got post-16, there's a lot of exciting things that you as experts can get involved with together with colleagues that are coming forward. So, we're quite excited by it. So, in terms of, do I think of going back to "what if"? I think the probability is, and certainly speaking to the heads, this is this seems a pretty good way forward.

You know we're talking 99 percent. I think colleagues were saying, we think this is positive but I can't be prejudging it in any way whatsoever, but this is your opportunity to say what you think, that is absolutely why we're here recording you. |You want it, say it, you know, we think it's really important we've got to move ahead. It's been frustrating but please let us move ahead.

Mr. Schools' or Mrs. Schools' adjudicator, so that's really absolutely key. And yes, I think it's very positive. All of those things there. So, the final slide with that.

What do you think? Please do let us know not just here but we've got the online survey. It genuinely is your chance to have your representation taken forward and we will catch all of that. We've captured all of the words you've said tonight. Please send things through. Emily checks them absolutely all of the time and we are trying to build up a really good case to support what we think is a strong proposal.

All ideas and suggestions very gratefully received.

Staff Member

Sorry, can I go back a bit, as for co-opted governors, where do you envisage them coming from and why have you chosen four and not three when everything else was very even amongst the schools?

David Paice

Yes, there are. It's purely a proposal, so kind of as a standard so went from the shadow governing body which is made up equitably. So in that regard I think we've got six staff governors, one staff governor, one head teacher able to get back to. Yeah.

This shadow governing body in that regard. Four co-opted governors-that was just to try and keep the numbers down-you could have more or less. It was a matter in some of that co-opted-ness, is well, of the six staff governors that we've got and the parent carers what skill set have we got? And which bits do we need? So, you might co-opt in a finance person or a legal type person to be able to do that. But again, it is purely a proposal based on best practice that had come through from our governance team, to try and ensure equity across the three schools so that you all felt in control of that process.

Judith Westcott

These top ones are kind of about representation whereas these are about what skills do you want extra. So, what it might be, somebody who is in fact nothing to do with any of the three schools right now. So, it might be somebody else that you brought in. So, it's really just saying there comes a point when there's too many, you know it's hard to have a discussion. We're sort of saying you probably could go up to four and saying you know you want that particular skill set. And because they're co-opted you can have them for a period of time and then you can say thank you.

But we'll say goodbye now you know and that can move on. So, it gives you choices. But we're suggesting you don't want it too huge because there comes a point where it gets too huge and you know the conversations take too long not everybody feels they've been listened to et cetera.

Staff Member

I know it's only a proposal but just as an observation, it doesn't look like a big enough governing body for 400 students. That's my initial thought.

David Paice

Thanks very much very helpful.

Any further thoughts or do you want to think about it and feed through? We'd be delighted to pick up conversations. We're always available too if you want me to pop over and have a conversation as well during this process. But thank you very much indeed for your time.

Really appreciate that. Thank you.

Rowdeford School – Parent Carer session

Mike Loveridge (Head)

Thank you for giving up your time to come and hear what needs to be said tonight and also to give you an opportunity, I hope, to feed into this consultation, to be able to make comments, ask questions and also hopefully to provide you with a stimulus to then go on and make some comments via the consultation portal as well which is online. I'd like to introduce Helen Jones firstly who's the head of commissioning at the local authority. She's going to speak to you first.

Helen Jones

And just as a brief introduction to us all, I do think you've seen us all before. I am Helen Jones Director of Commissioning and Judith Westcott who's the Head of Children's Commissioning and David Paice who is the Interim Head of Special School Transformation who's particularly working on this bit of the proposal. And so, at this we are now entering the representation

consultation. So, we did the consultation previously, it went to Cabinet and following the Cabinet's decision it went to the Secretary of State as to whether we could publish the proposal. And for those of you who were participating in the consultation previously, you know there are some slight and important changes to the proposal. So, the proposal is now that we have a local authority-maintained school rather than an academy and the secretary of state gave us permission to publish that but also that it will be a single school on three sites. That there will be a consultation at a later date as to how many sites there should be based on the demand at the time. But the proposal is that it would be a single school three sites.

But the new build and the capital investment will take place on this site. So, David is going to do most of the talking today to just give you a synopsis of exactly what the details of the proposal mean, some of the time frame and some of the things that we're suggesting we need to do to get to the proposal. We are recording this today and we are going to pass a mic to you if you want to speak. If you do speak, we are taking that as your consent that we are recording your voice and that it will be transcribed.

We don't name people. We will say parent 1, parent 2 parent 3 etc. But in order that we have transparency for Cabinet to enable Cabinet to make a decision, and then when it goes on to the schools' adjudicator ,we do need to have a true record of anything that you have said. OK?

David Paice

Absolutely. You may have seen or just double checked to see if you are familiar with the timetable. That is if you can move to the first slide. .

I'm going to go through exactly this in a little bit more detail and just get a sense and give you an opportunity to feed back in your thoughts as your input into the representation. And that's why we're trying to capture it. It might look a little bit stilted as we do it but when we transcribe it you will then have had your views captured on the proposal. So that's that, if they could move forward to this process. On either side here, they're all legal things that we need to be able to do.

So, on this side if you could just flip to the next bit. That is the main document that we're following to open a new school. So, the proposal is that it is a new school out of the three sites and all three of those schools are the sites-what's going on continues to go on but in what in essence will be a new name. An amalgamation of those three so they become one and one leadership but still all of the provision carrying on as is. This is referred to as an amalgamation and so that's the term that we are using, and it just means those three sites still stay open across one school.

One leader and leadership team and that the proposal is exactly as Helen was saying. What you've fed back collectively is that you wanted it to be a local authority maintained special

school. What that means is we as the local authority are putting this proposal forward and it has to be judged. You can't really mark your own homework. So we have to take on all of your thoughts.

The whole suggestion needs to go back to Cabinet and then to a schools' adjudicator. So up there it will say schools' adjudicator is the decision maker and they are impartial. They are an independent entity that makes the call and it is yes or no. So, we want to make sure that we have as much evidence to support the proposal that we're putting forward so that they can go. Okay. Yeah. This makes sense or not because it's you know that they'll weigh up the evidence that we've put forward and make an independent call.

So that's that piece, next slide please.

So, in this process now this representation period is four weeks. So, we started at the beginning of term on the second and will finish at the end of the month. So, throughout September people have been feeding comments through and your opportunity is, please do use that online survey. Emily who's capturing everything tonight is also regularly checking it and we really value anything that you would say and put forward. So please, please do that. And today is absolutely your opportunity to say what you feel. And again, also you can contact us at any time to make your views known as to this this proposal. Next slide please.

So, we do want your views now and I might stop to just try and capture a bit of your sense. So, there was this on the overall time scale. There is a plan. Love to get your sense of that and a rationale for it. So, I think we've heard about this in terms of it's three sites moving into one. Thirty-two million pounds is a very significant amount of money to develop for up to 400 places and then once we understand exactly how many places and what provision we really require we can think about whether we need three sites. Do we need two sites? We have more sites but until we get to 2023 all of the sites are definitely staying open because we need the capacity. So, when we get the real capacity to open in 2023 we might be able to look again. And we're committed to working with you to come back out to another consultation at that stage. Nothing to do with the amalgamation but to go where would you like provision. So that's the proposal-a separate consultation exercise. Could I just get a sense and particularly if you're a parent/carer have come in with younger kids just through.

Parent 1

With the leadership team, will it be situated in what school?

David Paice

All three in. One leadership team but with three sites. So, you're kind of running a three-site environment. Poplar college would stay open too and there's a bungalow within St. Nicholas.

So, it gives us the opportunity to think-How do we support across northern Wiltshire young people and children with SEND?

Parent 1

Would you have a headmaster in each school?

David Paice

How you're going to manage that is a decision which is being thought through carefully now and that is a decision for the shadow governing body to then go out and procure and secure the right staffing structure to make this process work. And the proposal is for an amalgamation so it's for your collective thoughts and the expertise of the existing heads.

We still have to ensure that we can cater for all of the young children still in Wiltshire. So, I'm working at the moment with Mike and with Phil and with Roz, the heads of the three existing schools. I will look at how do we best provide services for children young people with SEND across the board. That's where we have a bit of flexibility to do something quite exciting and interesting regardless of the amalgamation and that that is being considered already by the experts, the heads, and the governing bodies will also take that on board as well as the staff.

So, I think by Christmas we should have a pretty good view of actually who will be in those positions-that is being worked through at the moment.

Helen Jones

No because it'll be a single school.

So, the proposal is while three schools exist there will be three governing bodies and we will have a shadow governing body for the single school while we moved the amalgamation of the three schools into one. There'll be one governing body, there'll be one principal or executive or whatever you want to call them, and it will be for the governing body and the executive head to make those important decisions as to how they want the sites managed.

Mike Loveridge

So, just to give you some reassurance really.

So, I think on surface it probably sounds like quite a complicated setup but actually it is a setup that is very common across other schools and across other federations and across other trusts in other parts of the country. And actually, there are many, many successful examples of that happening in other in other parts of Wiltshire and beyond. So, like I said on the surface it might sound quite complicated but actually within education circles and practice it's actually a fairly common occurrence to have like a leadership team across more than one site. Okay.

David Paice

Thank you. And any other thoughts? Thank you very much for that.

Parent 2

Close the other two sites. I know it's a consultation and nothing's definite but ultimately it is the plan to have a single site.

Helen Jones

What cabinet said is they were quite clear that they wanted to keep the three sites open at least until 2023 and then with the principal and the new governing body then there would need to be decisions made as to how many sites you would need depending on demand. If it is felt that you can't maintain economically, or demand three sites then there would have to be a consultation about whether we reduce-in fact maybe the decision is made in a more than three sites.

So ,I just want to be clear that the proposal is. Members said there was no kind of end game but recognize that we may well need to consult on the number of sites at a later date when the new school places were in place. The new school was in place and we could see what the demand actually was

Parent 3

So, the plan is to increase capacity here?

Helen Jones

Yes

Parent 3

And not on the other 2 sites?

Helen Jones

No, the proposal is to increase capacity here. In a minute you will see that we want to increase capacity in mainstream provision of which the this the new school would provide outreach support to children and young people with special education needs included in mainstream education. In their best interest. The places are for the capital build here and the proposal is not to cut but we will not build on the other two sites.

Parent 3

And the proposal would still include provision as the site will be bigger.

Judith Westcott

And I think that nitty gritty and David is going to come to it in a minute. David is going to talk about what our suggestion is around having a shadow governing body. Get the principal in

place because you know the vision for that needs to be owned and formulated by the professionals.

Helen Jones

And the parents and carers and children and young people themselves rather than the local authority. So, we're not kind of prescribing that. That is something we're trying to get everything in motion, in a sense to enable those decisions to take place by the professionals supported by the local authority.

David Paice

So, that's a theory. And the issue of why we can't build on the other two sites is they are absolutely chock a block. So, we haven't got that ability to do that which is one of the key reasons why this site lends itself really well-there is space, it's a wonderful site. We are kind of taking all eventualities as well and considering what is the best curriculum structure and trying to alleviate some of the spatial issues particularly in Larkrise that has the most number of kids.

So, we are looking at trying to improve space where we possibly can on those sites and we're having early conversations Mike is speaking to the other heads to think about how do we move over the years to something that is really cohesive in the right stages? How are we going to do this? And that conversation is happening now to think that through.

Certainly, you're not going to get more children into those spaces. It's quite the opposite-we're trying to give them more space than it's currently the case.

And other thoughts or shall I just go through the next slide OK?

So, this this was the rationale. This is what people were all asking for and just get your sense of which bits of this you kind of go, yes, I think that's the key bit and which kind of you know are your top three.

On here it says we need 100 places definitely to reduce overcrowding. Absolutely want to get better space provision for their children/young people that's been really key. We want to improve the opportunity to learn from each other, get best practice across all three schools and therefore it says it's an improvement standards opportunity. We're actually looking about being outreach first. Lots of great practice already happening here in Rowdeford with working with other schools. We want more of that too. So, it's kind of outreach as opposed to just looking at it internally in schools.

Professional development is key. Taking the expertise that works here and disseminating that and also then the expertise that exists in Larkrise and St Nicks and going, actually if you get

these kinds of kids we can work with other schools and settings to ensure that other children that have similar conditions can be suitably supported and thrive elsewhere in mainstream.

And the health and care that was another key driving issue to actually improve access to health. Here is where there's an integrated position to be. That was a key driver as well.

More resource spaces to work with on the resource basis and Judith is going to say more about that and post 16 provision here.

That was a key rationale for why building here and what can we do. And I'd welcome your thoughts as to which of those resonate with you. Which do you think is kind of really that's the driver. That's the thing you need to hold onto here.

Any thoughts?

Parent 1

Quite an amazing job at Three Ways in Bath and because that was three separate schools. And it's quite an amazing place. I did visit purposely. And they certainly made a good job. So, yes. The only problem I can foresee is transport. Because obviously if those schools in Chippenham and Trowbridge were closed then they...

David Paice

But they're not.

Parent 1

But eventually. Rather chaotic wouldn't the amount of transport coming to Rowdeford be?

Helen Jones

And we did do as part of the first consultation which was a pre-statutory consultation, we did do a transport analysis which was shared as part of those papers which actually shows you could do it in an intelligent way so that you didn't create chaos. But for this proposal we're not looking at that now because you know all three sites will be kept open.

David Paice

This site would go to a maximum of 400 and it might not hit 400. You know we're looking at that in an incremental way to be sensitive to the three sites and the demand. So, we have the ability to go up to 400 here but there are already hundred sixty-six right now.

So that's giving us some additional capacity of 250 ish here up to and we want to take that sensitively. So, it is a modular build that we will work through carefully and work with Mike and others to go well actually build this. This would work best for us now. This, then this bit, then this bit but we have the ability to go up to 400 overall. So, another 250 ish places.

Parent 4

Well that includes-you've got post sixteen special education to include as well.

David Paice

Absolutely right. Yes. Yeah.

Parent 4

My son's only been here for a year, just going into year 8.

Helen Jones

Just for clarification though it does not include pre-school. So, there had been a proposal that would be pre-school and no post 16 but because we've got some really brilliant District Specialist Centres running, the demand and the gap was post 16. So yeah, so we decided there was no point in investing in capacity pre statutory school age and we would use that resource to invest in post 16.

David Paice

Brilliant and any other thoughts on that. Lovely. Oh, thank you.

Parent 5

My daughter comes to write it and those are all really important to all our children growing up and going through school. I am pleased to see all three sites are staying open. That's amazing. Because Rowdeford having extra, I would like Rowdeford to stay as much as Rowdeford could because I think that's what attracts a lot of parents and children to Rowdeford-the outdoor learning, the space in the woodlands and I think that is so, so important to children with special needs and disabilities and I think that's a major thing when we look at personally about the building and how it's Rowdeford.

David Paice

Thank you

Judith Westcott

Really lovely things about this site although we're using a certain amount of the space now-the council owns fields around as well. So, you know one of the staff was talking to us early about that doesn't mean we'll squish and squash it all in. We don't need to at all. We really have the benefit of being able to use all the space around here and ensuring that actually, you know, all the rurality and all the outdoor learning can come and grow bigger. Yeah.

Helen Jones

And one of the arguments that went in the last paper that went to cabinet as to why Rowdeford would be the primary site was because of the outdoor education so we wouldn't want to do anything that undermined that philosophy.

David Paice

I'll move on. So key messages- at one school but three sites and that gives us some quite interesting flexibility because Larkrise and St Nicholas have primary provision and they've got Post 16.

So, this this flexibility and the opportunity to learn from staff who are experts in different phases and there's a lot of opportunity to cross fertilize. So that's something where we're all quite excited about it.

So that's the key bits and it is by 2023. So, I will start talking about the practicalities of getting us to 2023. There is a process that we're following through the legislation both in opening a school but also then around governance and some of you may already be parent governors or be thinking about it. And that's going to be really important here. So, we have all of September is consultation. We can capture all of the information in October and we present that back to Cabinet-they've already ratified 32 million pounds worth of capital build for a local authority maintain school.

But we have to take that decision back in light of everything that you're saying. So, if positive and I'm hearing lots of lots of good messages, but you can say absolutely what you feel is appropriate. I'll take those comments on board and then consider it going to cabinet. It goes to a schools' adjudicator because they make the final decision. If we're lucky and I think we should be able to because to get this far we had to ask the secretary of state for his permission to keep it maintained.

You think they've already done quite a bit of diligence to go, this is the proposal. So, we're hoping that by Christmas or shortly thereafter you know that the Christmas period as well that we should get a decision. So, it should be a green light. So, that takes us to Christmas time, January over there. From a school's perspective therefore, it's completely business as usual.

But absolutely there'll be no change to Christmas, then we might get into a situation where if it's a green light to move it forward you have to have a shadow governing body. So, the three schools still exist as they do, all with individual governing bodies. From those governing bodies though there'll either be an election and that's for you to consider as a school do you want to hold an election for this? or are you kind of comfortable that you can just suggest names that are either doing a good job for you already and actually that's the person who's already in a governance position we're happy to put those forward. That will then take a decision.

We'll take the proposal out to market in terms of we'll have done the thinking around how are we going to run this? That the key decision that they need or that the action that they say is, get us a leader either a chief executive officer or principal. That the person that will lead the unified team. We hope that we would have a principal in place by April. So that means there is quite a lot of work to be done to get somebody in place-that means that you need to have a pretty good idea of the job description and the things that you want that leader to do, the vision for the combined school and what we want. So, what jobs need to be done so that the principal's job is key. That needs to be an agreed by that shadow governing body because they are the body that makes that appointment. So, collectively that needs to go out back end of February so that there's a kind of a four-week period for people in the application process. There is quite a lot of work that the shadow governing body needs to be able to do once that appointment is made.

That would mean that, if appointed in April, the principal would be able to take up the position, because they won't be able to take it up straight away, there's a notice to be to be given on their existing school, so, suggestion would be around about September. The suggestion now in the proposal we have is up to 2021 but the suggestion is we might have that in place though by September 2020, which means for your children that are here right now, this year is just as every other year. You know, there'll be no changes to the curriculum or staffing.

It's absolutely the same year, it will be the same thereafter in terms of projection through but at that stage if the principal is in place and you have a leadership team in place. Why. Oh, sorry I'll carry on. So, the key bit is it's your children and they have continuity of experience.

After discussion, there is the principal now working with other colleagues to think through well what curriculum should we have in place? What are we looking for? And then to get a principal on board and this unified school to deliver that for you. So, you will be feeding into what you want for your children and young people as part of this. This is what we want, how we can get there? And that could happen ahead of the proposal date which is by 2021.

My suggestion is we'd be hoping that in another academic year's time, this time next year it could already be happening now. So that's the suggestion, the proposal gives us a little bit more time.

Any questions you won't be able to see the dates?

You've got shadow governing body this year exactly the same shadow governing body and then the actual governing body. Any questions about that?

Because you were asking a question I think a little bit earlier on about this would we ask it last time.

Parent 6

Yes, how many current governors do you have?

David Paice

Ahh, I can come onto that now. Then I will. I will come back to that. I'll give you, these are suggestions, for you to consider because your school will have an equitable input to the shadow governing body. So, what I put up if it is yes I will be there. Yeah.

Okay. Well in which case I will tell you from here.

David Paice

So, in the shadow governing body I am proposing that from a staffing perspective three schools. Therefore, the three heads. And then from a staffing perspective another person. So that's kind of six school governors.

There's always one local authority. Governors, three parents. So, it is a proposal, you as parents would want somebody to represent your voice in this as will the other schools.

They would have a parent governor too. So, you've got Mike, staff and somebody that represents you as a parent governor in that. And then you look at the skill set and think okay, well we've got to make sure that this is going to be viable. You're giving us 32 million pounds. We will look though at the staffing costs, what can we do this? You might want to pull in some legal advice.

So, there are co-opted governors that you can go, actually, we need somebody and the local authority would be delighted to be able to give you that expertise. But you may have it already. So, there's an equitable bit. And then there's and I'm saying four co-opted governors because you don't want it too big. But because you've got these very important decisions to make in quite a short space of time. So, wouldn't go much more than that. There is also the opportunity to go actually for particular committees.

Something might be quite specific, and you can have associate members, so you can for that specific committee not the full governing body but something that's happening. Then you can bring people on board. But it goes from three schools, three lots of representation down to one school. So, then there is only one head. Then you will reduce the number of parent governors to two. This is a proposal but that this is kind of the standard and one staff governor. So, would be working as parents thinking okay well I am now part of three sites, there'll be other parents that you want to engage with to ensure that you've got the right parent governor or parent governors on that that board.

Helen Jones

This is just a suggestion from us as the local authority. Mike's already made the comment that he thinks the suggestion is actually too small for a governing body of a school of this size. So, you know this is just a suggestion, it's not part of the formal proposal but we will be working with the three head teachers and the shadow governing body to really shape, you know, how many parent governors etc because it's got to be owned by you.

Parent 7

Governors are very, very important.

David Paice

Absolutely, absolutely.

Parent 7

Definitely. One of the most important things.

David Paice

I think is crucial because they are, particularly the shadow governing body, that makes the key decision about who's the principal and what do we want them to do and how are we going to run all of this. So yeah, it's really, really important. I totally agree.

Any questions on that? You're okay with that? Yeah. Yeah. Then it might speak to the context.

Judith Westcott

If we had this up, you'd have a list of all the other schools.

So, you'll be aware that the three schools that we're talking about here are only three out of six special schools that we have across the county. So Exeter House down in the south and Downlands over in Devizes. Springfield's in both the south and north of the county. Exeter House has a similar kind of pupil group to Larkrise and St. Nicholas but Downlands is all about children with mental health concerns and the new school that Springfield has extended into the south and Springfield up in the north is children with ASD, with social emotional mental health problems as well. So, there's a sort of range of different sorts of schools as part of the whole county.

In addition to that, some of you may have had your children in resource bases before they came here. So, we have about 250 resource base places which are like sort of special schools within a mainstream school. So the idea is that you have specialist provision but that it's a sort of a halfway house for children and young people between the experience of a special school and a mainstream school.

So, what I want you to be aware of and if you had the picture we would have this this lovely slide with a picture of a jigsaw piece. So, the piece of work that we're doing here at the moment is only a small bit if you like of all the work that we're trying to do across Wiltshire. I was saying earlier I joined the local authority back in 2014 and the first thing I was asked to do to write a SEND strategy and that comes to an end this Christmas and so we're now starting to write a new one and one of the things you need to be aware of is that we'll ask you about that as well.

So, we'll be doing some consultation at the end of this month. Trying not to bump straight into this one which is talking about the whole big system. So, all the things that we do for children with special educational needs, to think about how we bring that together and that's really important. When we talk about what we're doing here because what we wanted to do is share expertise and that's what we want to do far more of is enabling every child to have the provision that is just right for them and wherever possible to be as local to them so that they can be close to brothers and sisters, part of their communities and enable that when they become Post 16 and go onwards that actually they feel good about being in the communities that they're part of.

So, when we talk about this we're talking about this bit of the puzzle, but we've also got a whole new school down in the south as well. So, we put a bid in to the Department of Education and we were really chuffed when we were successful and there'll be a new school in the south for children who have ASD and social emotional mental health problems down the Salisbury area. And that's really important to us to be able to offer more places. So, what we know is there are just lots and lots more children who need these places at the moment but also so that we can get the quality as best as it can be.

And that's what's really lovely about what we're doing at the moment. So, Mike, Phil and Roz who are the head teachers of the other two schools are working really closely together to say what can we do when we get together. What can we do. What knowledge and information and learning can we share so that not just the children in our school get the benefit of all the good things that we know but lots more children get the benefit of that as well. The other bit of course is also understanding how independent special schools fit into the picture as well.

You'll know there are fee paying schools which are outside of the system and sometimes we, the local authority, pay those fees and sometimes parents go independent into those schools and mostly they're schools for children with the most complex needs. But we want to ensure that they're part of our big system too. So, all their knowledge and understanding. So we'll be talking to them as well about how can we work together to ensure that say every child in Wiltshire gets exactly the right provision from whether it's just you know learning how to spell and struggling how to spell or all the way up to actually it's a real difficulty doing to understand how to talk to each other or how to move and all those.

So, everything from an in-between. So, is there anything you'd like to ask me about that and how this all fits together?

Parent 8

Education health care plan.

Judith Westcott

Aw yeah. In our special schools they'll always have an education health and care plan. But actually, there are lots of children in mainstream school so in total we have about 3200 children in Wiltshire who have an education health and care plan and in our special schools are about 500 of those. So, what you have to think about is actually there's more out there than there actually are in here and that's about ensuring that every child gets a great plan because that's what the EHCP is. I mean people talk about it a lot about you know how it changes things but actually it's just a great plan where we get all the people you know from health, from care, from education all talking to each other to say how can we ensure that every child gets the best help.

Helen Jones

So, I think you've all got sight of the slide deck. So, if we turn over the page.

David Paice

Which yes, it's pretty much nearly finished, this kind of penultimate slide was really quite exciting. So, that the proposal itself has come after a number of years that you have fed into what you want and actually it's quite exciting you know. The council's absolutely listened and it's three sites not one. All of the localities are open. It's sixth form here as well. So, it's all the way through. And that's quite exciting. So, it's trying to build on that and that's what this is about. It's trying to take the best of everything that's working in the three schools and build even more on that with this very significant capital investment.

So, it's just that we're excited about it. We need to if that's right and we have captured what you want- that's what the representation bit is. So, please feed in your aspirations and thank you for making it really clear to get to this point. I think we've done a reasonable job in the proposal of taking what you want but this is all about what you want and does this proposal represent that. Because if it does and you're happy with it, it goes through cabinet and it goes to the schools' adjudicator for their yea or nay.

And then the very last slide is just. Yeah. Any questions about that?

Thanks very much.

Parent 10

So, from the plan I see that it's the shadow. Well it was. Yeah. The shadow governing body that was going to appoint the principal. Yes. How is that going to work when the three current heads are actually on and make up that governing body.

David Paice

That is a very interesting point because there is a point at which we need the expertise of the principals in to help shape the vision and they need to be working with the staff and parent carers. How have we got it right? So, they're in a position and they're already working on that now. So, there's work that's happening now but I'm now going to speak to the chairs of governors, vice chairs of governors to keep this work going.

And at that stage it's wholly appropriate to have head teachers involved when it gets to the type of nitty gritty of exactly what job description they'll be a bit of a well at this part of the process, could you now leave the room existing heads because there'll be some sensitivity in terms of having a balance? This is a really exciting opportunity and we'll go nationally out.

And so there will be sensitivities about when in that case, when is appropriate and when it's not appropriate and who's actually going to be on the panel, who's going sign off the job descriptions. So, we're absolutely working with governance and H.R. to ensure that we have the right side of appropriate in that regard.

Parent 10

Thank You

David Paice

Thank you, any more? No well.

Oh thank you.

Parent 11

Can you reassure us we are not going to be let down because we feel we've been let down by Wiltshire council? We had to fight tooth and nail to get him here for now. And now he's here. He started to enjoy school again because we come from, he didn't want to go to school at the last four weeks because there's a lot of issues and problems. And now he's starting to settle down I feel and enjoy school and he's coming back smiling and happy for once for a long time.

David Paice

Brilliant

Parent 11

So, can you ensure that this school isn't going to change too much. You're not going to take people's TAs away and stuff like that.

Helen Jones

I think Mike as the head teacher should answer.

Mike

Just to reassure you. I mean David put up a slide earlier didn't he about business, business as usual and I made a comment in the last consultation meeting that we had before this for staff was that actually, even though it said business as usual, just between now and Christmas, as far as I'm concerned for the majority of staff and adults, you know the adults who work here, the parents and carers, for the children it is going to be business as usual throughout this academic year. Only for one or two people will they have to be working significantly behind the scenes to begin this collaboration towards you know securing a vision and securing a process towards this. This, this collaboration, amalgamation which is what was being proposed I think in terms of the practice that happens here. I think regardless of who that new principal might be going into the one school across the three sites, the majority of staff who work on this site will continue to work on this site. So, the provision will continue to be as it is now. Obviously, there will be some changes but actually I think any of those changes that occur will be beneficial changes not detrimental changes because actually it allows us, it allows us to share good practice, to share expertise across the sites to be much more refined and honed in terms of the practices that we have across all three sites.

Parent 12

Yeah. Like some people don't cope with change. Well I just wanted to know if the pupils will know what's going to be happening.

David Paice

Yeah. I mean. We are very well experienced as a school, I think, in working with children and young people who don't cope well with change. You know we have many different strategies that we use to help students with that you know. You know making sure we're preparing kids well in advance for any changes that might occur. And of course, we will be employing those strategies and our expertise to make sure that children are involved in the decision making and also prepared for any changes that might come.

Mike

Yeah absolutely. And those will be used to help the children.

You know I don't think xxx will notice any difference moving into Year 8. His provision will still be the same on this site with the with the adults who are working with him at the moment.

Parent 12

Okay.

Parent 1

I had grave reservations when I first heard but I must admit listening to quite a few consultations I'm quite happy.

David Paice

Delighted to hear that thank you

Parent 1

I think a lot of problems that I thought would arise have obviously been sorted out. So, let's hope it all goes as it should.

David Paice

Thanks very much.

Parent 1

We don't know who's going to be the secretary of state now.

Helen Jones

Luckily, we don't need to worry about an election for the schools' adjudicator.

Mike

So, I mean, our governing body we have, I can't speak for St Nic's governing body and Larkrise governing body but our governing body, we have a wealth of different experiences and specialisms and we actually have somebody who is very up on health and safety as well as finance expertise, legal expertise. Yes, safeguarding as well thank you. People who've had previous experience working within special education as well as procurement, all sorts of different things. What I missed I missed anything. Oh financially. I think I mentioned finance. But you're right.

So yeah lots of expertise across the governing body at Rowdeford.

David Paice

Thanks very much. Any other comments? Suggestions? No. If you do have anything else. There is this kind of ongoing questionnaire. Please, please do engage or encourage others to and feel free to contact us anytime if you want any further conversations.

Mike

Can I just say David so I will make sure in the next couple of days that I will send out this presentation to parents and carers for all of you and for those who weren't able to be here and also I would just remind you of the link and how to access the consultation online just so you know where that is.

Judith Westcott

And we just say thank you for coming because we know this has been a long process, but we really think we're getting there. So, thank you so much.

David Paice

Thank you.

Rowdeford School – Governor session

Mike Loveridge (Head)

And firstly, can I thank you all for coming and for giving up your time. I was saying to David, just a few moments ago, I think the reason why we haven't got many governors here is because actually I think you've been on the journey for so many years now and you're all happy with what the current proposals are. So, I think most people feel that they've had their say already. But thank you for those of you who are here. If I could, I think you've probably all met Helen before but if I could introduce Helen Jones Director of Commissioning and she wants to say a few words first.

Helen Jones

Yes, just to reiterate Mike, thanks for you coming here today. Just to say we are now part of the statutory part of the consultation process. We are consulting on what has been published as a proposal, which you have pinned to the front door which fundamentally is that we are going to bring three schools together as a single school, with a single leadership by 2021. That we're going to invest 32 million pounds for a capital build for new places on this site only. And that we will keep all three sites open under a single school. And when we have got all the new places open, then we will look with the principal and governing body then as to what demand trends are etc. as to how many sites there needs to be. And maybe that we need to continue three sites. It maybe that we have to have a fourth site for example or it may be that we need to reduce those sites. So, there's no decision being made about that. That would be subject to any consultation post 2023.

So, the proposal is a single school with three sites. We are going to record today for two purposes. First of all to ensure that we give an accurate record to our Cabinet and when they come to discuss this again probably in November and also we have to put in all copies of the

consultation and the results of the consultation to the schools' adjudicator as well. David will talk more about that in a minute.

But it's important that we get an accurate record. Therefore, we are going to ask that you speak into a microphone, it's not projecting your voice, it is helping the recording. And we would take it that if you speak, if you take the mic that you have given consent for us to publish what you say. We will not name you, we will not name children, we'll just say Person 1, person 2, person 3 etc.

David Paice

Thank you very much indeed. And I'm just going to run through the how and why we're here and then ask you some questions actually because this is the representation phase and we want to hear. I want to capture your thoughts. Now the process I think you may have seen this one once or twice before. All I'm going to do is just outline that and get into a little bit of exactly what that means from a governance perspective in particular. So, if I can just run through to the next slide. On either side here the following because this is governed by law.

This is the formal bit that we're following on the opening and closing of maintained schools. The potential change after that and another consultation is by the managing significant changes. But so that's the key documentation that we're following there. And then I will come into. We are governed by in terms of governance a number of documents which I alluded to there. So, just flick through to the next slide, what we have, what we talk about is an amalgamation. So, it absolutely is bringing all three schools together. From the documentation we have the wording is an amalgamation.

And what we are following is that the feedback was this amalgamation of the three schools will be a one local authority-maintained community special school. Now because it's local authority maintained in the next slide that tells the local authority proposing it which means we can't mark our own homework and go, well this is a great idea. It has to go to the schools' adjudicator an independent body so they can take the merits of the case or proposal forward. So, it's really important that we do capture accurately your thoughts and everything then goes to an independent body the schools' adjudicator.

Governor

Is the Schools adjudicator, he or she a national person or a regional adjudicator or a London one.

David Paice

Although there is an office in Darlington they do not sit in Darlington per say. There are about a dozen experts drawn from various parts of education and different backgrounds and

experience- the case comes in and they decide well who's the best person that we have to be able to review this.

So from their team they will nominate one of the team to do the review and then they'll

Governor

And that's the Department of Education?

David Paice

It's outside of the Department for Education now, it is independent of them. We had to go to the secretary of state because it was local authority. There is a presumption that it wouldn't be a local authority it would be an academy route. So that was that bit. We can do this but actually is there demand? Is it the appropriate thing to do? We feel so, we've listened as much as we can to come to this proposal.

So, this proposal is taking on board everybody's thoughts and comments which is why we have now gone through all three sites staying open. So, it is one school but absolutely the feedback was we want all three sites. So that is what we are proposing.

Governor

And is it a paper exercise or will he or she come to Wiltshire?

David Paice

It's largely a paper exercise.

Judith

Which is why we need you to talk. Because the transcripts from today do go up to this schools' adjudicator. So, all of that which you say does go to the schools' adjudicator but we don't get any interviews, there's no face to face contact

Governor

Fine. Lovely thank you.

David Paice

Thank you very much. That's super helpful. So, everybody yes. So, in this process we are on now at what's called representation. So, there is a four-week representation period. It started at the beginning of term on the 2nd and we'll carry on until the end of the month. So, you still have an opportunity not only to say things today but to actually go through an online survey. Emily is capturing everything you say today and is also capturing everything that comes through. And if you want to have another meeting then we can we can organise more.

But you know feel free to feed in because that is the evidence base on which we can substantiate or otherwise the proposal before it goes to the schools' adjudicator. It will have to go through the cabinet again. So, perhaps I could move on to the next slide. Yeah but by November that's probably

Governor

Will we be notified of the date of the cabinet meeting? And will we be given the opportunity to come along?

David Paice

Yes

Governor

As members of the public? And is there a possibility of speaking to Cabinet? I mean I don't know whether or not to.

David Paice

It's a full cabinet meeting

Governor

But can representations be made before cabinet?

David Paice

Absolutely.

Governor

Yeah thank you

David Paice

Yeah absolutely. It says that it's exactly as it was before.

Helen Jones

It's a full Cabinet meeting.

David Paice

So, it's just going to pause here to kind of get a sense of you know what do you think? So, the timeline here is kind of going, well this is the plan. Are you comfortable that we've actually captured it is three sites? They all stay open. What do you think to that?

Governor

Initially we were going to build a big school of 320.

David Paice

350

Governor

350

David Paice

Yes.

Governor

So now, if you're keeping the other two places open as well, is this still going to be as large or is it not necessarily as large if we still had another two sites open?

David Paice

The proposal is for up to 400 places. So, we have the capital that has been agreed for up to 400 places here.

Whether or not we use all the 400 is a different matter. And what we're working through very carefully already and I'm jumping a little bit ahead here because as well as this proposal there's the kind of we have an issue in terms of more places which was a kind of one of the key rationales for why we need new places. And regardless of whether it's an amalgamation, we need to be able to deal with that demand. Delighted to say that I've met with Mike and the other heads to start thinking that through very carefully as well as thinking about the amalgamation but there's the practicality of well actually you can be a bit more creative if you have three sites about how you can cater for children, the young people.

It's really quite exciting in terms of different ways of curriculum that might better meet need. They're already thinking that through. And therefore, that's also being planned because this is this is proposed to the capital being 2023 but we still need to manage 2020, 21, 22. That's what the heads are beginning to do now coming up with a kind of a plan of how do we do that.

Helen Jones

I think it's important to say though that the proposal for the capital is only to have new places on this site and not to have new places on the other two sites. I think it's really important that that is clear.

David Paice

Yeah

Governor

I mean I appreciate it would be up to the heads to decide but it could mean that some existing pupils here could move to a different site

Mike Loveridge (Head)

I think in the first instance I think that's unlikely.

But I think like you say ultimately that will be a decision for the new governing body and the new principal whoever that might be.

But I think certainly in the first instance I would think that would be very unlikely.

Helen Jones

if you think, there is currently overcrowding in Larkrise and St Nicholas. However many sites we have, be it one site, two sites, three sites, four sites wherever we need to reduce the overcrowding in their schools. So, there is not the likelihood of starting moving children into those schools. I think this will probably be done in a more phased approach in terms of dealing with new students first things like that.

So, based on the fact that Rowdeford is the best fit for those children, to move them to another site would be counter intuitive

David Paice

Brilliant can I capture that any thoughts about the 32 million pounds, three sites, one leadership team. Any other thoughts?

Is that a fair reflection of what you wanted?

Any other thoughts?

Governor

How would one leadership team work on three sites? Where would they be based? Or do they float?

David Paice

Well that's a very interesting question.

Helen Jones

That will be a decision for the principal when they're in place with a governing body.

David Paice

Yes.

Helen Jones

It is not for us as a local authority to prescribe. When we thought it would be an academy, we would have obviously got a sponsor in and the sponsor would be making those decisions. As it is we are proposing to maintain school, therefore, a lot of that decision making will rest with the new principal and the governing body.

Governor

On that point about an academy and we discuss this when we met before the summer break. Why should the new school be local authority maintained rather than an academy? Because potentially you could set up this new school and like a company you have a predatory academy come along and say, well we like this model, we will take over. So why therefore local authority maintained rather than an academy model?

David Paice

Yeah, I can give my thought on that initially. That's because people wanted that. We listened and the strong steer from the three schools was that we would we would prefer that this was local authority maintained. So, having listened, that's the reason the proposal reflects that. I think in terms of it absolutely. You're a great school. Lots of outstanding practice and coming together to cross-fertilization even better. So, it's an exciting opportunity. I'm sure people will be delighted to have you in their trust. But that's if you don't want that, you don't have it.

That's so you don't have to go down that route .

Helen Jones

And there's nothing to stop a principal and a governing at a later date making a decision whether it wants to become Academy. We're not stopping that, we're saying that for now as a local authority we're not going to propose it as an academy. And clearly when it's opened as a single school when all the build is completed by 2023 that'll be the decisions around future direction in terms of status will be as they are now as a matter of decision.

Judith

The other bit I would add is I think one of the main reasons that people wanted a maintain schools is because they wanted to work together so they wanted to have the local authority involved. They wanted to have the community involved. They wanted to have the schools involved. And one of the things I think a lot of people fear that if we had a sponsor academy that came from Norfolk, Northampton some of that local development might be lost. So, I think we very much see at this point in time it means we can all stay together.

We can all have a view, we can all talk about it and it may be that at some later stage we say we feel okay now we can turn this into an academy but that will be for the governing body at

that time to think about, to reflect upon and to think about how that makes a difference for the young people and students.

David Paice

Thanks very much. Could get on the slide on the timeline, the rationale behind the proposal.

I'd be really keen to get your voice around which should. Which of these are the key drivers?

But I'd be interested to kind of get your sense of yes that's absolutely it. So absolutely there is definitely a need for more places. So that was a driver in terms of needing 100 new places. And to reduce the overcrowding in the existing schools which is particularly acute. You're now 166 here and this anxiety is to ensure that you are able to deliver the same sort of outdoor experience that you always have done. It is very tight in both Larkrise and St. Nicholas. So that's the desire to create more places here by bringing the best, of taking the best of all three schools and all three teaching teams. We think we can cross fertilize so there's a kind of a school improvement opportunity here to make even better, building on all of the great practice. So that was a key piece also massively around outreach and being outwardly facing. You already do some great work to build on that and celebrate that across all schools and settings across Wiltshire. That was that was a big piece of professional development too because the proposal is around primary here as well as post 16. There are opportunities to think actually I might want to be able to pick up all through 14 through to 19.

So, there's a professional development key piece and you training other members of staff in mainstream schools in bases in LA provision to be able to best accommodate all children, young people how would they present themselves in wherever school they happen to go to. So that key driver is professional development. It would seem to be health was another driver of having on-site support for health care here, a dedicated team. So that was a key push around the proposal and to support the increased provision of resource spaces. That was another part of this, not just in the kind of individual schools but going outward.

So that was a driver and post 16 a lot of feedback about having post 16 provision here. Indeed, there was a therefore a change from having early years provision in an earlier iteration of the proposal to actually the specialist centres do very nicely thank you very much. The district centres do a good job so we're okay there. What we would quite like to do is ensure we have continuity of provision in terms of post 16 here. So that was part of the proposal.

I just want to check, have we captured that right? Does this proposal capture what you are talking about which are the most important issues?

Governor

Would there be enough funding to do residential?

Helen Jones

We are looking at sufficiency around residential as a separate work stream. It is not something we have done here but there is a discussion about the way we stop the flow of children being educated by special schools.

Mike Loveridge (Head)

Can I just say one of the things that I'm really delighted about is the fact that the proposal moved from 3 - 16 provision to 4 to 19 provision. I think that's a really, really positive step forward in terms of continuity of provision across those learners' needs. Thank you.

David Paice

Does it seem a fair reflection? And if so that's good. Well I appreciate that.

In which case recap, amalgamation means one school, but all three sites stay open.

So very much this is around business as usual, continuity of provision. Absolutely. And up to 400 places sensitively-the design is all around a modular design to increase at an appropriate rate to be able to work with the curriculum aspirations, pastoral aspirations. And that's something we are already working with the heads to work through and will continue to come back to you to talk about. What do you think of this? How do we build at a suitable space that works for you at all schools but particularly given this on this site your expertise in that's going to be going to be really, really important?

So, this is the key process, and this is the bit around governance which is which is key. So, on this side over here it's kind of a what's this actually mean on a kind of school year? But then there are key dates on this slide. So, we're in September. The representation is four weeks that will cover all of September. We will get the information back. Pull that together in October. So, we'll have got the paper together. Should we then take to Cabinet for November, on the back of the cabinet paper will have had to have got their input too and then we send that over still in November to the schools' adjudicator.

Hopefully then the schools' adjudicator is able to turn that around before Christmas. So, a decision yay or nay and seemingly the feedback is very positive. So, let's hope and or aspire to that being positive.

Governor

To say no. Oh no. Oh yes.

Helen Jones

The secretary of state, they only have to give us permission as to what proposal we publish. The secretary of state has already done their job and they have agreed to us publishing the proposal that was on the previous slide and now no longer goes near the secretary of state. It goes to the schools' adjudicator.

David Paice

So that that takes us to Christmas. At Christmas, if it's a green light then you need to be able to manage in the proposal becomes live. So, we have a period of time in which you've still got three schools. You are going to be all the governing body for Rowdeford all the way through until such time that Rowdeford is no longer Rowdeford. It is part of the new school. But in that interim period before you have a head and before therefore you've established the new school when the new head's in situ and the new governing body is in situ, there's a period of time when you have a shadow governing body.

And you what's happening already is we're starting to begin to think about some of the what. What do we need to be able to do? So, you think January there'll be some kind of election, or you will be nominating people from yourselves-who's the right person to come here and there's a degree of equity that we're suggesting so that there is a proposal that you get one school, one unified leadership team by 2021. The suggestion though is actually we might be able to do this slightly earlier you know ahead of that time if the principal is appointed in April. They then have enough time to be able to resign and start in September.

So, the suggestion is that we might be ahead of that proposal. If the principal is not appointed in April and we have to go out to market again or, say we can't an agreement on the structure therefore we don't know exactly what we're going out to and it slips a little bit. Well then you wouldn't have a start until January, which is 2021. So, you know we've given ourselves a bit of flex which is the proposal by 2021. But the suggestion is if we work diligently there's a lot of work to be done but it's feasible.

We think to be able to go out to market having got the agreed shadow governing body adverts placed February-March for 4 weeks or the period for the applicants to put forward a proposal for you to reflect on that, interview them you, then might get somebody by April. That does mean that although the shadow governing body starts in January you will want to start thinking about as a governing body, well what actually is this vision? We've talked about the drivers. You've been thinking about very carefully what you want to do collectively and individually in terms of vision going forward but we need to articulate that.

So, there's practical work to do. So, the idea of collaboration is quite exciting, and colleagues are already thinking about how we might be able to collaborate. The heads are working on that now regardless of the outcome of is it an amalgamation or not. We would still want to be able to build on all of that exciting collaboration opportunity and that's seen as quite an exciting way

forward. So, schools are already thinking about that and you may well want to as I mentioned earlier on about let's start thinking about that now and how we might want to move forward regardless because we've got to you know accommodate the children and young people in 2020-21, 22.

But the proposal gives us quite an exciting opportunity as it is looking quite probable that that is a key consideration. So, wanting to hit the ground running as governors one needs to start thinking and building on all the work that you are doing now ahead of that time.

Governor

So, the business at the shadow governing body would be about structure of the new school. It wouldn't be about grievances, complaints, exclusions.

What did you think the structure would be? I mean representation.

David Paice

Well funny you say that, yes. This is purely a proposal. And we've already had some very helpful feedback around numbers and is that appropriate. Might want more but you've got a very short space of time to do quite a lot. So, the more numbers you have the more challenging that can be to try and make sure that you've captured everybody's input. So, the suggestion here is for equity so all three heads would play a role. Whereas when it becomes a formal governing structure, it is at the moment there's just one head.

So here all three heads and so forth that from a staffing perspective and staffing governors on that one would then have a kind of equity from the governance perspective as well. So, I suggest you have three parent governors, one from each school as well. Therefore, you need to think who might have the right skill set from the Rowdeford governors that you might want. Do you do you nominate them and are you comfortable with that or do you want to have an election? That's entirely your choice.

The local authority would have a say in that. And then once you know the skill set and actually may suggest you actually got quite a lot of wide ranging skills sets so that you co-opt one to then do some of those jobs because you will be thinking about what sort of structure would work well for the new school or staffing structure what you want to have, the vision, the mission-all signed off that you're comfortable with. And then there's it's got to work both within the funding envelope of 32 million pounds but then the operational funding that you're going to get for the number of pupils are going to come through.

David Paice

So, there's a finance bit, there's a legal bit but again you're pretty well covered in that regard too. So, it's just that you then you can co-opt basically the skill set in should you require it and

the local authority have colleagues that you can pull on as well. But then if you think well okay so I've got, I'm now equitable, if there are specific things that you want specific committees you could have associates that come on for that. They don't vote, they're not part of the full governing body but if you feel there's something that needs additional support and focus then then there's always the opportunity to have associate members brought forward that is purely a suggestion.

And if you feel actually we'd like to do something else that isn't entirely your call but that's where the governing team said on national best practice, that's about right for where you're at as a starting point.

Governor

I understand about the three schools but actually in terms of numbers we are much bigger than the other two schools. So, you could look at it as being representative in terms of our children who attend Rowdeford, our parents and our staff actually, our numbers are much greater. And actually, you could look at it actually we should be more representative because of that.

David Paice

Okay. So that's a really interesting question.

Helen Jones

I mean that is things that you could feed into the consultation. I imagine that the other schools would argue otherwise. And so, we would need to ensure that you know we fairly represent those views. It's not for us to make a comment on that at this stage. But what we're trying to do is to get a solution that brings people equally together.

Judith

Here's the other comment that we would make if that's why we're starting the conversation now. Because you're going to want to start thinking about this and rumbling through those ideas and saying how would that impact on us? What difference does it make you know? So, I know that the other schools would say well if you look at the size of budgets you might say oh that school at times. So, there's lots of reason and everybody needs to have that conversation.

And I think the more you can start coming together now and having those conversations. It means when you get to that more formal stage of becoming the shadow governing body actually you say yeah. This is what the way we want to do it. We feel comfortable about this.

Helen Jones

And I think it's also important too. And I think what you're saying about such a shadow governing body, it can only operate for maximum one year.

David Paice

Right, that, it might be there. The suggestion here is that one recruits the principal or the chief executive officer in April in which case the actual school and therefore single governing body can be an operation from September. Therefore, you would go thanks very much. So, this next slide is around when you go from this kind of equity based thinking, that although at the moment two or three separate schools there is an aspiration to work as one.

So, once you get to the one bit then there is not equitable representation for each school because you've got one. So, it's only one head that that would be there, and you don't need as you know in terms of staffing. So, there's a kind of reduction. So, you just reflect. It's one school now but we've had some suggestions that came through previously. That looks a bit small for this size of school and that absolutely fine, that's why we'd love you tell us what you feel is appropriate.

This is your school. So, this is really important that we capture what you feel would be appropriate in terms of governance for that school.

Governor

Surely, you're not going to have a principal who is dashing from Trowbridge to Chippenham to here. So, you're going to have some sort of assistant head who's got responsibility for the two smaller sites. Wouldn't they be represented on the governing body?

David Paice

No not there. Well when I say no probably not because they couldn't be a staff member but again I would want to go back to that. But by standard it's the principal by their role. So, it's just the principal that would be reflecting that forward.

Helen Jones

I think I think it's really important too that it is a single school on three sites and that the principal is responsible, whatever we want to call them- principal, executive head or whatever. And then it will be determined by the governing body and the principal as to what the next level down would look like in terms of senior leadership team.

Governor

So I'm right in saying that the staffing structure is down to this school to decide about who's responsible for parts of the site.

Helen Jones

Yeah absolutely. Absolutely. Like any school is, nothing changes.

So instead of having a sponsor coming in and saying this is how it's going to be, it is very much the school itself. The principal, with the governing body, will make that decision supported by

the local authority. The local authority is going to have to be involved in terms of ensuring its 32 million is spent appropriately.

Governor

You know in the 32 million that you quoted, is that purely for the build and how are they going...Is there funding in addition for employing the new principal. And all those associated costs and also the cost of restructuring staffing.

And is that a separate pot?

Judith

So, we need to make the distinction between capital and revenue, so the capital, that 32 million covers all the things that we need to do with this site as it is. So, ensuring that all your environment here is good. And then building the additional places and ensuring that this site works well together as one site. None of that money is allocated to Larkrise or St. Nicholas on the basis that there will be no new additional provision there.

So, talking about funding the senior leadership team that changes, that has to come out of the revenue that's available through place funding. Now clearly, we will also be from the local authority bringing expertise which is why we've got the benefit of David with us here at the moment and others coming and the additional support that we can bring from our finance team, from our legal team. And that's one of the reasons why we particularly wanted to think about it as a maintain school so that we could use the expertise that was already readily available to you.

So, we will expect to work collectively to build that forward. But there isn't an expectation at the moment that we will be creating significant new pots to create revenue because the school's still got to operate within the place funding that already exists.

Governor

So, no new money for revenue.

Judith

Only in as much as there are additional pupils.

Governor

But clearly, it's going to be expensive to employ a principal and maybe some TUPE arrangement.

Judith

No TUPE.

So, the staff stay as being, they are on our books they stay on the books.

Helen Jones

And in terms of the fact that we may have to have a principal running at the same time as having three head teachers and then we have the local authority would need to look at how we supported that. So that no school's individual revenue budget is affected.

So, we acknowledge that there might be a something small like that in order to take it forward. But at the end of the day the running of the three schools has to run within the economies of scale. And of course, one of the issues that we know about is that it's very hard to run a school of say 50 children and offer a full senior leadership team and all the physio and all the rest of it. So, the expectation is that by creating the benefits of being together actually there are not necessarily potential savings but certainly efficiencies in terms of being able to run that all together.

Governor

Have you got a... We all know building works go over budget.

And you never know we might have rampant inflation with the changing political climate. I'm being as neutral as possible here. Do you have a contingency beyond the 32 million if costs run away with you?

David Paice

In modelling the finances for the feasibility study, we did look at various scenarios in order that we've taken a view on the risks inherent and costed those risks. Clearly, you're right. External things do happen, but we feel comfortable at this stage that that that funding envelope is sufficient and there is some flexibility in terms of the scenarios that we played in the figures that we eventually went with. So, there's some flexibility that we think we can accommodate but no more money than the 32.

Judith

Yes. So, in the first instance when we took to Cabinet, the idea of 20. We were telling them that's exactly the building costs. So that doesn't have fees in it and it doesn't have the contingencies and it doesn't have the site assessments and the feasibility studies. So, you can see the difference between the 20 and the 32. A lot of that was saying you can't assume this is always gonna go to plan. So, there's actually quite a lot of space within it to say we can work you know to this bigger figure but equally, so I think we need to be mindful of that.

Governor

Can I ask what the thinking is behind having one-year term for so many of these governors. I've been a governor for a year. I think I probably just got my head round it and I was a head teacher

in another school. I dread to think how a parent would feel after one year and then need to be re-elected.

David Paice

Yeah I totally agree. I purely put it there as a suggestion.

When you are confident that you know the roles in the governing body and that the team's got your confidence, it's a standard you go for a four-year term. I've just kind of suggested that where key, like the principal, would be a long-term person. The local authority would know for sure that who's the local authority person going to be, but the skill set in a period of time you might want to co-op people not for four years but for one because things are going to change.

You may want to, but you might not. Again, it's absolutely up to you. It was purely I put it low as a suggestion, just to kind of make you think how are you, how at what stage did you become confident but if again if you're absolutely confident from the off, particularly the work that you've done as a shadow governing body, that does need to be limited. But if you think no I think I think we're okay here. It's the movement from three schools where you've got through the equity-it is what's the right governance structure for this new school because it's a new easier to increase rather than saying, oh you're here for four and then it doesn't quite work out.

The new principal may have a view as who was elected to that governing body that maybe it's perhaps easier to say well you're only here for one.

Helen Jones

It is a suggestion, it's not part of the proposal-just getting the discussion going.

David Paice

Totally.

Governor

I would argue that you would probably need to stagger those terms otherwise you might have a bit of a cliff edge where suddenly everybody you know went. So, I think staggering the terms would be would be sensible.

Mike Loveridge (Head)

It's actually a really good point.

Helen Jones

Thank you everyone. Conscious of the time we have 10 minutes.

David Paice

Any other questions on that? Because that's largely it from a governor perspective. That's pretty much it.

Next slide is ready.

Judith

We slowed down on that one for you because obviously that's going to be particularly important to you. But this slide really is just to tell you a bit about where the work we're doing here fits in the bigger picture. So, you'll see on the graphic, we've done a little pink jigsaw piece to show that this is one piece of work which is part of a wider piece of work. So, across the county we're also increasing resource base places, we're increasing enhanced learning provision places where we're also increasing special school places in all the other schools as well.

In terms of Springfield south and north. You'll be aware there's a new provision down in the south at 32 extra places. And of course, we also were delighted when we were given the new school in the south as well so that's a new free school. That's going to be set up as an academy which again we're comfortable about the fact that we then get a mix of maintained schools and academies. That school will be for 150 new pupils who have ASD or social emotional and mental health concerns.

And that means that we're able to offer much wider provision. I think David it was something like 70 additional places this year. So even in this year we've already upped it. But of course, the benefit that we've had in some of the other schools is they still had land and classrooms to expand into and where we obviously got quite stuck here was that both Larkrise and St. Nicholas just had no option to expand at all, so we've had to think more broadly about how we take it forward. Of course, the other bit is the bottom here is about the SEND strategy and I was saying when I joined the local authority five years ago my first task was to write a SEND strategy which is now coming to its end it completes this Christmas.

And so there's also lots of work thinking about all of the children who have SEND and we were saying there is in fact about 3200 children who have an education health and care plan of which about 500 are in special schools. So putting that in context you can see the plan that we want to take forward will be for all those children and indeed all those children on something called SEN support which is those who have a plan but it's not necessarily got to the threshold of an education health and care plan.

And that's really about how we work across the whole of Wiltshire. So, we are working with our partners in health and in care in order that we think about every child and how they can be best met and that kind of fits back in with some of the conversations that we've been starting with the heads here about how do we share our knowledge. So how do we ensure that every child is

getting the support they need regardless of whether they're very early stages where they are incredibly complex and that there's something for each one of them.

And the other bit of course is talking about our independent special schools. You'll be aware that there are one or two in the county. Some of those are funded by the local authority and some of those are funded privately by parents. And then of course we have about I think it's about 120 children in total who are in independent schools and a lot of those are miles away. So, part of our work is also about saying how can we work with those independent schools and our own schools.

So potentially the children in the future don't have to go so far away because you know that's a real ask you know splitting up families, children travelling many miles to get to school. So, we really do want to think about ways in which we can keep them in county and that they can really benefit from what we're doing here. This year for the first year they call us a net exporter. It means we've got more children going out of our county to schools than coming into our county because we've just run out.

So, we're having to use schools in Bath, we're having to use schools in Swindon and we really want to get them so they can come to school here in Wiltshire. So, it's part of the bigger picture.

Is there anything you'd like to ask or comment on about how this fits into that bigger picture?

Governor

We have we've had about 20 percent increase in numbers this year. And we're pretty much full talking from a timetable perspective. Do you think we're going to get more numbers say next year?

Judith

I'm gonna say absolutely in terms of yes, numbers will go up. Where they're going to be placed, that's the piece of work we need to start doing now as well. So, I think it's one of the things that was quite complicated is while we talk about these big plans for 2023, actually in the meantime we've got to talk about 2020, 2021 and 2022. And we know that over that time we're going to have to think about where those children are going to go. So it may be that that potentially some children could come here but we will need to then think about how do we release the money so that we can start the planning and all the rest of it which is why the heads are talking now, even now, so that we can start thinking about that because we can't take our foot off the pedal and just think oh well you know 2023 it'll all be sorted and in the meantime you know.

So that decision making has to happen alongside it. But also, separately. So, we will make decisions about the amalgamation but in the meantime we'll also be talking about how do we ensure that come 2020 every child has the right place as well.

David Paice

And just to say that I think what we've been able to capture here is this kind of continuity of provision for the children, young people by bringing things together which we're celebrating-it's really exciting. So, we think the proposal has captured all of the good things that you wanted going forward, so that we're absolutely delighted. If you have again this is just the plea for anything that you'd like to say either in support of or in challenge to the proposal. Please, please do so but that the spirit of collaboration is really coming to the fore and I'm absolutely delighted for that.

Really appreciate your input. And the final slide is just saying any other questions at all about what we've just said or the process that we can capture in a few minutes.

Governor

Just one quick one. We know how we think about that. You say you Larkrise and St. Nic's because they were very anti the last time we spoke. Oh yeah, we had a meeting and I'm just wondering how they're feeling now.

David Paice

Yeah well, I'm delighted to say we've had lots of conversations with parent carer representatives and the mood music is very positive because as you say it's a compromise. So, we've really tried to listen to everybody's perspective and think well what's the right way forward. It seems that this proposal has captured that well. So, the parents that I spent time with and I speak almost daily to two parent carer representatives, it is positive. They think it's good and I'm delighted to say I'm working, I'm facilitating the hard work by the heads who are really coming together doing diligent work.

Let's get staff involved, let's get the governors involved. We'll be taking a clear lead from the heads who are working really collectively I think. Mike.

Mike Loveridge (Head)

I would agree with that David. I think that there is now an understanding from the other two head teachers-obviously I can't speak for their staff bodies- but an understanding from the other two head teachers that actually this is something that's worth taking forward and they know that they're on the same page

Governor

Sorry to put a spanner in the works but this appears to be a good compromise. However, you are still leaving open potential challenge. I hope not. I will see the bad side. I'm afraid that my work hat on me and the potential of a disagreement. And in 2023 when you built a new school here and it's all super-duper. And yet you've left open the door for potential problems about

deciding about the future of the St Nic's and Larkrise sites. How have you thought about managing that and have you thought about solutions to that or are you just going to put it in the cupboard?

Helen Jones

No. I mean obviously that was the decision that the cabinet made. And you know I think that will we'll be in a different setting in 2023. In fact, there will be a single head teacher, principal or executive whatever. There'll be a single governing body looking at it as a single school. So, I think I think yeah I think it's a different environment. Also, I can't help but think as well when people see the fabulous facilities and they, you know a lot of this has been quite rightly parents feeling very attached to a building you as well as the staff and everything else, and they have to gain confidence in the new and the vision they have to be part of shaping the vision and what is new.

And so it's really important as David say that we really get that momentum going and get them involved and get on with a new narrative. I think where we are now and where we'll be in 2023 is very different. I also want to say as well, we have to take into consideration by 2023, hopefully some of the wider work around education inclusion for children will be having an impact. We will see more children for whom it is more appropriate to be included in a mainstream school, maybe with some in-reach or outreach from this new school to facilitate that. That might help in terms of the increasing numbers but we also are acutely aware of the potential plans particularly around Chippenham around housing growth. So, you know again we won't really know for a couple of years what we can do and what the final local plan is going to be. So, I do think we're just going to be somewhere else. So, no we're not saying it's not going to be our problem we won't have to worry until 2023 but I just think this is all about getting the culture, the vision of a new school right first.

Judith

I think what we felt was that the conversation about buildings was getting in the way of all the good stuff that people wanted to talk about-about how they could work with children with SEND. So I think that's why the cabinet wanted to make the decision where they separated out the two decisions so that then we could create all the good work-the quality, the collaboration and all the inspiration going forward. And as Helen says you know when we first made the changes at Exeter House and so we created a whole new wing there, people immediately started saying Oh now I see. Oh yes, I want my child to be part of that. And it's quite fascinating you know as David says when we've been in conversation with the parent carers about the way they feel differently about things that they can see as opposed to just imagine. And so, I think we've got to use all that instead of trying to pretend that those things aren't important. We have to work with the fact that actually schooling is an emotional issue your children there rightly though an emotional issue and we have to work with that and enable people to make these changes bit by bit you know.

David Paice

Really appreciate your input and any other thoughts please, please feed them through.

Helen Jones

I believe you're going to send out the presentation.

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SPECIAL SCHOOLS PROPOSALS (19 November 2019)

APPENDIX 3(b):

FACE-TO-FACE MEETINGS AT LARKRISE SCHOOL – 19 September 2019

Meetings led by: Helen Jones, Director of Commissioning

Judith Westcott, Interim Head of Children’s Commissioning and Joint Planning

David Paice, Interim Head of Special Schools Transformation

Sessions were digitally recorded and then transcribed. Please note that some dialogue did not always come across clearly, where this has been the case this has been identified or a sense of the dialogue included. The original audio recordings can be drawn upon for clarity if needed.

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Larkrise School – Parent session

Judith Westcott

OK. I'm going to do the formal bit to start with, which is we are recording this session. And the reason we're recording this session is because everything we say goes all the way up to the schools' adjudicator. So, the schools' adjudicator is the folk that make the decision about all the things that we've been talking about. And so, we will transcribe everything that is said today and he or she will get the full transcript. As a result of everything we said. There is a roving microphone which we will send round.

And by taking hold of it and speaking into it, we are assuming you are giving consent to be recorded in that sense. So, if you do not want what you are saying to be recorded and be sent to schools' adjudicator then don't use the mic. But we are assuming that you will do on the basis that you've turned up and you're here and you're part of the consultation. Yeah. Is that all Okay? Yeah. OK so let's go back to that. Welcome, thank you very much for coming. We're all getting to know each other.

We've seen each other several times now. As you'll be aware there were quite a few changes made to the proposals. Having spoken to everybody and you will see that we've got new proposals on the table now. And David will talk those through with you and we've got about an hour.

David Paice

I think we're 15 minutes late, but, yes as long as you've got.....

Judith Westcott

About an hour to talk these things through. But remember this is one way of giving your views and talking through about what you feel about it. There is also the online approach which you can do at any time as well.

We complete it all at the end of September.

So, we need all your views in by then but I'm going to hand it to David now.

David Paice

Yes, thanks very much indeed.

Judith Westcott

You do know who I am, Judith Westcott and this is David Paice. David Paice is working with the council, moving the project forward. What I want to do is talk you through this timeline. I think most of you will have seen it, if you haven't, very good do you want one now? (hands out printed versions). And so, this hopefully, this has been shared with you previously, it's the poster on the back there, it's the timeline. So, it takes us from where we are at now to the actual proposed building in 2023. So, there's, there's a kind of, I'm going to talk you through, the kind of legislation and guidance around why we are in this process having further conversation, more consultation and some legislation around that.

And also, how you govern the process and there's legislation around the governance. So, I will talk you through that. This is a representation. So, we want to hear your voice which we're capturing because that is the evidence base, whether you are positive or negative, we just need to get your honest view of the proposal. It goes to an independent organization or body or person called a schools' adjudicator.

How's that sound?

OK. Right. ["And if you kind of go to the next one" – request to Emily to move the slides forward]. So, the legislation is in terms of opening and closing new schools and then part of the proposal is to come back at some stage, in the future, to consider how many sites you actually want. There's different legislation for that. So that's on that side. [So just click one down, Emily, that's it. That document, you'll get all these slides, and all of the legislation you can just pull off Web sites as well. So, if you want to read it.]

That's where to go. And on the other side it's around governance. And I'll talk you through that too. There might be one of two you who may be a parent governor and I'll talk you through the process because it involves a shadow governing body, as well as a standard governing body too.

Parent

Right. So, you're saying that there's going to be a governing body for each site still? A site has its own governing body?

David Paice
(Inaudible)

So, in the.....

Judith Westcott

It's not individual ones with a shadow governing body but we'll talk about that in a moment. We'll go through all of that with you so you can see what happens.

David Paice

Yes. So, if we just go through to the next slide.

(New parent arrives)

David Paice

These are not mics to give more of a sound, they're so we can capture your voices, your comments and then we will have them transcribed. So instead of just typing away, we just put it into a computer program and it changes the voice into words and that's evidence that will then go as part of the proposal. So, we're capturing exactly what you think about it. It will go word by word to an independent assessor, the Schools' Adjudicator. So, we need your consent to capture your comments, so, if you're comfortable with that there's a mic going around to capture comments.

If you speak into it, we'll assume that you give us consent on that basis if that's okay?

Well yes that's absolutely, good.

Thank you. Next slide. So, the proposal is that all three sites stay open. But they are joined as one school. One school, three sites, so Larkrise here stays open.

There is a change. This school is closing as a school by number. There'll be a new school number for the Amalgamated school but this stays open as a site as part of the New School as does St Nicholas as does Rowdeford. That's what is termed as an amalgamation. We are proposing that as a local authority. Because it was the feedback from the consultation was that that was preferable to going down an academy route. So, it's a local authority maintained community Special School across three sites.

That's the proposal. And the legislation around is what we're following in terms of amalgamation. So, as we're the proposer, you can't mark your own homework. We can't say, it's a really good idea and we are marking and go "Yes, it is a good idea". Well done. It has to go to an independent body. The independent body's called a schools' adjudicator. So, we capture all of your views. We pull those together as a report. The report goes back, as it did last time, to a

cabinet meeting, a full cabinet meeting where you're perfectly able and welcome to come and listen to that.

The Cabinet make a decision as to whether they want to move forward on the basis of the evidence that they've got. If they go 'yes', then that'll be in November. This year. If the cabinet go 'yes', then it has to go to the schools' adjudicator. The schools' adjudicator probably will take, there's no definitive timeline, but let's say six weeks, indicatively. So that gives us to about Christmas. So, we're talking....

Parent

Is that out of county or in county independent body?

David Paice

It's independent, central government.

Judith Westcott

Yes, it's part of the DfE. So, part of the Department for Education and the schools' adjudicator is somebody they appoint, there are about six or seven schools' adjudicators and they will choose who is the best person to look at this particular case.

David Paice

Yep.

So, we are in a situation of not being able to move ahead with the amalgamation at all until we get the green light. The earliest we're looking at that is January to be able to start. So, if we start in January we've got a period of time to make this this happen. it is quite quick.

So why we're here now is, we have a four-week consultation in September. All of September is asking for your views or of the proposal again capturing.

Parent

How can you access the consultation online if you want to make comments? You just email comments?

David Paice

Yes, there's a survey

Judith Westcott

So, if you if you go onto the Wiltshire Council site, if you Google in Wiltshire Council consultation it takes you to the consultation page and then when you've gone to the consultation page you will see, one of them will say special schools. Be wary. The ones that we had in previous months are there but they say closed. So, they're not the ones you're looking at. So, the one which says open, you click onto there and then there's some supporting documents. So, there's the document which has the proposal and then it takes you through to a series of questions that you go through and then you have the opportunity if you want to go into sort of freestyle comment as well.

David Paice

I think there's a link at the bottom of the last slide of the presentation. So, we're at this stage the September piece and we have until the end of September to be able to make your comments known.

So, the change here as Judith was saying is, Larkrise stays open as a site. That's the significant shift from the previous proposal where it was just one site all on Rowdeford.

Same is true for the other three sites. St Nicholas stays open, Larkrise stays open, Rowdeford stays open. The capital commitment from the local authority is thirty-two million pounds, that capital is all about building new spaces on the Rowdeford site.

Parent

If Larkrise is staying open, is there going to be any actual investment in this site? Bearing in mind that we're going to have children in education here?

David Paice

Yes, in terms of the ongoing operational spending.

Yes. So, it is, operationally, there's money that is going in to support the ongoing development of the school, that would stay the same as it always has done. The Capital money is to build new stuff, new places and so from a building perspective, there will be no building here. So that, the 32 million pounds is around buildings and the proposal says we're trying to reduce overcrowding. Rather than increase building here.

And then coming back at a later stage to think how many sites are we actually going to need. To look at the actual numbers of pupils across North Wiltshire going forward with the various sites.

The original proposal was to go for one. Now it is worth keeping in mind that there's a lot of work happening in terms of inclusion and thinking again about the different areas around special bases. So, we want more students to be educated in their locality, wherever that may be which means primary school and secondary schools, primary bases, secondary enhanced learning provision. So we hope that this parallel inclusion work will help reduce demand on the amalgamated special school. Judith will go into detail about those plans and how this is part of that holistic thinking regarding special education needs and disabilities.

We're also very aware that particularly in Chippenham as well as in Trowbridge, but particularly in Chippenham, there's a potential for 7000 more houses. So that might significantly increase demand for special places. So that actually might be four sites.

Parent

I'm not exactly going to say 'I told you so' but we've been telling you that for at least two years.

Parent

You'll see lots of houses in Melksham as well.

David Paice

Yeah. I appreciate that and that is why we are

Parent

Not you in particular David, or Judith but we've been telling the council this for two years, on deaf ears. The surveys that we've done online, twice. Majority was against one school option. But you still went against the majority. You're no better than those idiots in bloody Westminster.

Parent

(Inaudible) bigger school in Rowdeford. Not going to be the same school anymore. It's not going to have all that space. That's (Inaudible)

David Paice

No, I appreciate that. You're right, so you've got three sites though I hope

Parent

Because we fought to keep them. Otherwise you'd steamrolled over the rest of us like you've done in the past or the council has, not you in particular.

David Paice

I think it's because you've made a very strong case. That is why the proposal takes on board those points that you made.

Parent

I don't understand your statement. Yeah. Your statement is the schools. Yeah, the schools to stay open.

David Paice

Yes.

Parent

But you're forgetting the 'but' part. There's a but. They're staying open, for a few years, until the new school is built. So, you're saying exactly the same but in a different way.

David Paice

No. Well, let me explain. I'll explain why that maybe. So, there are two things that give some flexibility to how many places and where you want them. So, it's up to 400 places on the Rowdeford site. The reason to say that is, we're conscious of demand going up. We might need more places than that in the Chippenham area or across North Wiltshire. We're conscious that some things haven't been decided yet. So, the 7000 houses have not been agreed yet.

Parent

Look, you said of this 400, but is that the 32-million-pound school, is that what you're saying basing on 400 people, 400 kids, to up to 400? Right. So, then you're planning something and then you're saying there's gonna be more houses built in Chippenham. So, like you said there might be more people going in there. So surely your budget is going to go up for more than 32 million, you're going to have to build a bigger school.

David Paice

It would do, absolutely.

Parent

Sorry, but that's not down here.

David Paice

No, but you wouldn't...

Parent

Well, you must know if there's going to be more houses. I know there's going to be more houses built in Trowbridge,

Judith Westcott

So, let me give you answer to that one. So, we already know there are lots of houses being built.

Parent

We know that

Judith Westcott

There are 24000 houses being built and that's why we're building the 400. So, we worked out the projections and that's why those are being produced in addition to those 24000, at the moment there is an application in something called the housing infrastructure bid which would increase the number of houses in Chippenham by a further 7000. Now we have no idea at this point whether that will be successful or not.

Judith Westcott

These are bids that go in against Birmingham, Westminster, Norwich. So, all those places. So, we know it's possible and we won't know that until quite a while yet. So, which is why as we said, we had to leave the door open to say we think 400 will be enough based on the projections so far. But if that bid is successful we need to leave the door open to say we might need to do something else. Now, at the moment (parent inaudible in background) there it would be more school places.

And the question is, obviously if it's in Chippenham, then we would need to

Parent

(inaudible) I'm saying

David Paice

There's not a budget for an even bigger school. We've got 32 for up to 400 places, if it's 500 places, we'll go back and say we need another school. So, in the same way that in the south, I'm kind of stealing some of Judith's thunder, but we've been quite successful because there's a great demand in South. So, we put in a bid to central government which was successful for 150 places

Parent

OK this is my first one, I'm a bit embarrassed that I haven't been to the others. So, I'm just going to, I'm just going to ask a couple of questions . We're gonna go back and forth, over things. We know how this all works, it's you against us. And we can all be nicey, nicey but it doesn't work like that. So, have you got children?

David Paice

Yes.

Parent

How old are your children? If you don't mind me asking.

David Paice

A 15-year-old and a 13 year old.

Parent

All right. So, when they were younger, when they were six or seven or something like that and you had to send them out on a bus somewhere else, to a different school, 15 miles away. Would you've been happy with that? Being told that your school down the road and you are had to send and they didn't like travelling or they find it difficult. Would you have liked that?

David Paice

Er...

Parent

There's nothing you, you shouldn't even be thinking about that, you should say 'no' straight away, when you've done that you got.. Hang on, you finish your crisp.

So, you, you shouldn't even have thought about that, you should have said 'no' straight away but you had your council jacket on then, you had to think that, you would say no, straightaway, correct? You would, stop thinking about it. If it was upsetting your kids....

Judith Westcott

But.....

Helen Jones

There's no need to be aggressive

Parent

I'm not being aggressive. There's no need to be eating when we're talking.

Helen Jones

I'm sorry you are.

Parent

I'm talking to the gentleman David

David Paice

Yeah.

Parent

David's fine. I'm not, I'm being aggressive because it's my children. This is my child, right. So, keep, if I'm talking to you, take a front seat there but at the moment I'm talking to David. I'm talking to David not you. I'm talking to David not you. I'll talk to you in a minute. Talking to David.

Right back to that. So, I do apologize if I come across aggressive. I'm very passionate about this. So, I'm going to be upset. Like all these people are. And the people who are not yet. There's certain things we don't have confidence in the council, Governments and all that. And you can understand it, right? It breeds from a lot of stuff. So, I'm just asking you. This is the main reason why us people are fighting for it. You know there's a perfectly good school over there.

Parent

You won't invest in it. You're saying you could spend 32 million on a new school for 400, 400. And then if it's not big enough you're going to go back and ask for some more, why won't you ask for some more over there. There's a school over there perfectly big enough. Why can't we do that?

David Paice

I think I understand where you're coming from. So, we can't have any more space here. This this is

Parent

Fine....

David Paice

So, I can't invest any more money here.

Parent

Oh, we get that.

David Paice

So, we're looking for where else could we have more space. Not closing this down, so we initially, the proposal was, I think where your anxiety is, you're going to close this down. We're not.

Parent

Right.

David Paice

This is not closing. So, I can explain that.

Judith Westcott

Let's talk about that particular anxiety then in terms of what that means. So, when we looked at this we had to say how do you get to that next stage. If we need more at that stage or indeed if we need less, we think that's unlikely but if we need more at that stage, we have to go through a legal process in order that we could put a bid in for additional money. So, you know money, you know, we can't just ask for it and we automatically get it because we're competing against Birmingham, Norwich and all the rest, as I said earlier. So, when we do that we have to have a solid case at that time when we can evidence that we have that need here in Wiltshire. But we can't go ahead of the game, so we can't say to them we think this might happen because they'll say, well, we're not going to give you X million pounds on the basis of 'we think' we'll only give you that at the point.

Parent

That's neither here or there... what I'm saying is, this place is too small, that's what's your saying, yeah?

David Paice

Wait, it's not too small, we can't expand it.

Parent

We can expand it, too small we can expand it. So, what's happening with the place across the road then?

David Paice

That's that that, because you haven't been through the previous ones.

Parent

Yeah, that's fine.

David Paice

I'll explain. There is, there's again, legislation that determines what size of school you can have. So, the legislation, that would say that's too small a site to build anything on, in terms of a special school. So that was one of the options . I appreciate, there was a real desire to look at a number of sites so we looked at least 14 sites objectively. We went through a review of those sites including the site you refer to on Ashton Street.

And the site that came out as possible was the Rowdeford site. To get there on the basis of that, objectively looking through line by line, which one's the best. So, that's why we moved to the Rowdeford site, that has space on it. So, we can build more capacity on that. Where I think your real anxiety is, you still think this is going to get closed. I think that's what that's the bottom line.

Parent

Yes, that is the bottom line.

David Paice

Yes, I get that, in black and white you have this. It is open. So, there is a separate stage which we are committed to coming back to because the local authority has to legally have enough places for the children in the local authority. We have to come back to that. It seems very likely that there will be more places required. So, what's likely to happen here if, you want to reduce overcrowding, which is what everybody said we would like to see, a little less kids will come here. So, it was built I think for 48. There are 101 children here today.

Right. So that's too many kids for the size of space that we've got. It is a great school. The teachers are fantastic. You love the experience but I think everybody accepts that there are.....

Parent

My point on that is we mentioned this in May. The reason it's overcrowded is because the council were short sighted and not planned ahead.

Parent

You kept sticking mobiles on the place.

You put more mobile classrooms on, hence, you've got more kids here than it's designed to take. Now on the OFSTED report, it's now we're saying there's not enough green areas for kids to play in. But you lot built. (inaudible) you put the extra (inaudible) extra kids. You were told 10 years ago by the staff here, headmasters, that you needed a new school. It's took you 10 years to realize that. And we're at the stage where we are now.

Judith Westcott

Which is good news. We are going to build.

Parent

So, it took you 10 years so

Judith Westcott

I know it's taken a time. That's why we need to act and we need to keep moving things forward.

Parent

(inaudible) the children are here now. And that's not good news.

Judith Westcott

Which is why we have to get on with it.

Parent

It's good news for our children who are starting in a few years' time, that is great news and nobody would deny that. But it's not for the children now.

David Paice

But I think the good news from my perception is, colleagues have listened to a very strong argument to save, Larkrise, keep schools local. It was a really strong argument. That argument has been won. You have this. Your anxiety is "I don't believe you."

Parent

You say this school has 101 students.

David Paice

Yes. This year.

Parent

We should maybe have 50.

David Paice

Well it was built for 45 .

Parent

Which 50 children you're going to send then? If you keep this school open.

David Paice

Then I can explain the process. The decision, for that, it is around the governance. And I'll explain to you how you collectively and the heads will manage any transition and you if you're looking to reduce the numbers, your governing body.

Parent

At which point do we have transition?

David Paice

I think that transition, which parent carers will be very rightly anxious about, will need to be extremely sensitively considered. There is no plan for that right now.

Parent

So, you're telling me that there is no plan? So, I'm supposed to make plans, he's in year 10. I'm supposed to make plans early as I have a child with special needs. Right? How can I make those plans, if part of the provision is not there?

Judith Westcott

I think

Parent

(inaudible). Wiltshire College is there, but they provide a foundation course. My child can't do that, Fairfield Farm is there (inaudible)

Judith Westcott

Can I just suggest that you let David work through his slides because there's lots of information that David's got for you here which will give you some reassurance. But he kind of needs to tell you in a logical order so you can see how it all fits together. So, there's lots of opportunities. Each time David gets a couple of slides. So, after every couple of slides David will give you a

chance to ask questions but it's helpful if you hear in order and then you can see how it all fits together.

(New parent arrives to meeting)

Judith Westcott

Welcome to our meeting here this afternoon. If I can just let you know we are recording today. And we've got the microphone going round. So, when you take the microphone that's giving consent to be recorded at the same time because this all has to go to the schools adjudicator if you're happy with that.

Judith Westcott

David do you want to.....

David Paice

I do. And I think you will both feel more comfortable, I hope, when I explain this process is a process you're in control of and I explain the mechanism for that. OK? I do appreciate that you have some serious anxiety about the proposal at the moment, that I think we've captured in this meeting. The next bit of my presentation would have been around the issues. I was hoping to get which one of these is the most important driver for you. But I'm taking from the floor that actually the things that are most important to you, you are not comfortable with are that actually you feel it's a kind of done deal, that it's going to be closed. So, I want to reassure you that that is not the case but that's the most important thing I think I'm hearing from you.

It will be interesting to come back, if you've got any time, just for me to capture for the record which of the drivers are important,. The proposal is all three sites stay open. That absolutely is in black and white.

Parent

If you've got a child going into Year 10, he can potentially stay here until he is 19, right?

David Paice

Absolutely. That decision will be for you collectively to make. And I'll explain how that works.

Parent

Are you going to keep a sixth form here?

David Paice

You have a sixth form here.

Parent

Are you going to keep Wiltshire College open, as well?

David Paice

Yes

Parent

Are you going to provide post-16 provision at Rowdeford?

David Paice

The plan is for the new school on the Rowdeford site to also have a sixth form. So, it's additionality.

Parent

They don't at the moment.

David Paice

They don't at the moment, but they're going to.

Well, the proposal is that they do.

Parent

So, three schools staying open.

David Paice

Yes.

Parent

Got too many in..

David Paice

Three sites.

Parent

Three sites will stay open, is there too many children in the other sites as well?

David Paice

No. There is space available on the Rowdeford site.

Parent

Right.

David Paice

There's no additional space, in terms of, there's not a physical building.

Parent

Yeah, yeah, yeah.

David Paice

But that's where we could put physical buildings.

Parent

So, we're just going to take some students from here.

David Paice

No.

Judith Westcott

Let him keep talking, because he'll talk you through that bit.

David Paice

I'll talk you through that video. Oh, come on. No.

(inaudible)

There's a difference between taking students out and getting, I think this is what xxx's view is. How do you phase to give us a bit of space back? So, if there are 101 now, how do we get to 90? How do we get to 80?

Parent

Yeah, I get that. That's what I understand, so I'm just saying, this school is staying open.

David Paice

It's staying open.

Parent

It's just being less students?

David Paice

Hopefully. Yes. Yes. Over a period of time

Parent

Is that the same with the other schools?

David Paice

St Nicholas, the same, they too have more students, significantly more students than they were originally built for.

Parent

That's what I was asking a minute ago, are the other schools overcrowded?

David Paice

But not Rowdeford.

Rowdeford's the one that's got space.

Parent

Right.

David Paice

The two others, of the three, and all three are staying open only one has got space to be able to build on it.

Parent

Right. Got ya.

David Paice

That's it.

Parent

It makes sense to me now. Fine. That's what I was asking.

David Paice

Yeah I know.

Parent

Can I just ask a quick question? Well we say the three schools, when you say 'no, three sites'. What does the difference mean?

David Paice

I will explain the difference. That that is purely a legislation thing. So, we're amalgamating because what's come through is there's lots of good things about all three schools, but a single leadership team would bring that together. So instead of having three schools collaborating, and they do collaborate now, I'm delighted to say I'm working very closely with Phil and Ros. Ros is the head at St Nicholas and Mike is the head at Rowdeford. I'm working with them now because we're having to think about solutions to next year and the year after regardless of the amalgamation.

So, I speak to the heads to think about what we can do so we're not kind of resting on our laurels but we are thinking about that. This proposal though is actually you formalize the leadership team, the integration. So instead of having three separate heads collaborating, you have one head working across, bringing together those three sites, so they can make those decisions as one school three sites.

Parent

You're saying that, you've brought the three, I think, you've kind of, the original proposal, you've brought the three schools' parents closer together as well as obviously we knew about the other schools. They've come closer together. That's why you've had such a battle, so it works both ways.

David Paice

No, I think it's been brilliant, I genuinely think that what you've done is shown me you're stronger together. And I think that's demonstrable. Absolutely. So, it's building on that and making that a strength of a school that has three sites. But together, stronger together, bring them together.

Yes.?

Parent

So, one question so don't get confused. We've got one name, one school, three sites. What about the staff? Are they required to travel across the sites or can they stay on their current site?

Judith Westcott

It's one of the reasons we went for a maintained school. So, if we'd gone for an Academy they would have all had to go through something called TUPE. You might have heard of that, transfer of undertakings so some of the staff have to transfer. So, at the moment they were all employed by the local authority even though they worked in the three schools. By being a maintained school, it means that's exactly the way they stay. Now the only bits that we would change, is the senior leadership team because obviously they're going to want to find ways of talking together and they're going to potentially appoint a principal.

Who will then help run the whole thing and then the senior leadership team across the three schools, as they are now, or the three sites will be able to talk to each other, think about what training looks like together, when they want to work together, how they are going to realise their plans. And David will talk a bit more about that. So, when they want to start thinking about how do we slowly reduce numbers here and increase numbers there so that there isn't the overcrowding? They need to do that talking.

So, we want to bring them together so that they can have those conversations with the governors and with parents, so there is a conversation going on about how we get from here to where we want to be with more places. And as far as the staff are concerned, what you'll find is that it will be kind of business as usual thing going on. So as far as the mainstream staff, the TAs, and the teachers here, they probably won't see an awful lot of difference in the first instance. You know they will say you know maybe I'm talking to different people but broadly speaking I'm in the same classroom, I'm doing the same thing, I'm meeting the same children.

So, that's the way it stays. Over time there might be people who say you know I can see a career opportunity for me. You know I've been a teacher here, I now want to be an assistant as part of that group. But that's a good thing in terms of our teaching staff because it gives them career development, it keeps them here. It keeps them well-trained and talking to each other. And so, one of the conversations was that Rowdeford hasn't got a sixth form at the moment but they could talk to you guys here and say 'well, how do you do it? How do you make it work?' And there can be conversations then about how they can gain that skill, experience and knowledge.

Parent

Sorry, I don't want to go over this again. Right, you're saying the schools are staying open, it says this at the top there, build a new school, fine with that....

...and it says "at a later date consult on options regarding bringing all pupils from three sites onto the Rowdeford site"

Judith Westcott

Yes, it says that, yes.

David Paice

Yes.

Parent

But you're saying, you're contradicting what you first said.

David Paice

No, it's not contradictory.

Let me explain to you. There's a wider aspiration to have even more inclusion. So, it's not just if I've got special education needs and disabilities I go to Larkrise or a special school...

Parent

Yes.

David Paice

We're actually looking at trying to enhance the provision for inclusion in mainstream schools, all mainstream schools. And enhancing the capacity of bases, what are called primary bases, where there's support for children young people with requirements and they are located to primary schools. And looking again at the provision for what's called enhanced learning provision.

Now if that works you'll get more kids going to that locality, which is a big strength of what you were saying and therefore they might not need to come to Larkrise, if there are bases.

Parent

Right. Right. I totally get what you're talking about, I totally, totally get it. So, maybe we should go back because this is the way I'm reading it, I don't know if anybody else is reading it the same, "a later date consult on options of regarding bringing ALL pupils from three sites".

David Paice

Yeah.

Parent

That says to me, you're going to take the children from this school, Larkrise, you're going to take the children from the other two, the other one, St Nicholas and put them on the Rowdeford site. That's what it says to me.

Judith Westcott

The key word there is ...

Parent

..is all...

Judith Westcott

...is consult.

David Paice

Absolutely.

Parent

Consult. Yeah, but we know how that goes don't we. Let's not. Let's just not go down ...

Judith Westcott

Consult. This last time got you to the change of plans.

Parent

Right.

Judith Westcott

So, the consult at that point could mean.....

Parent

But your idea, consult, your idea is bringing all of them to the main school.

Judith Westcott

It's one option that might...

Parent

So, it is an option then! But you're saying you're keeping the school open.

David Paice

We are. I think, we're trying to think where your anxiety...

Parent

No, it's the wording. I'm not calling you a liar or anything.

David Paice

No, I know you're not.

Parent

I'm saying, what it says here in black and white.

David Paice

Absolutely.

Parent

It says in your most recent proposal and I quote, it says, it states, that Larkrise and St Nick's stay in use until the new provision is ready and it is appropriate for transition to the new site at Rowdeford.

David Paice

Yes

Parent

So that implies to us that children are going.

Judith Westcott

So, we deliberately used the word appropriate there because it might not be appropriate. So, if it's not appropriate, we won't do it.

Parent

But then on, and I hate to say this because we're all in this together, on the Rowdeford newsletter, their latest newsletter which was dated the 6th of September, it actually states that at later date, there will be a further consultation regarding bringing all pupils from the three schools onto the site at Rowdeford by 2023.

Judith Westcott

And that's right. We will consult

David Paice
Consult on it.

Judith Westcott
There will be a conversation about, do we need it?

Parent
But can you see why?

David Paice
Yeah, I do, I do, I do.

Parent
Why we're confused.

Parent
May I ask, may I ask, why do you need to consult on it about putting all pupils there, if this one's staying up? Because that's not true then, you're not going to take all, you're not take all the pupils, you're not taking over all the pupils, listen to the words, ALL the pupils.

David Paice
I get that.

Parent
If it says that, I don't see confusion, does anyone else?

Parent
Why was it not worded all or some? Why, why wasn't it worded that all?

David Paice
There's a degree of

Parent
There's a difference, that's quite black and white, there's no 'or'

David Paice

No, I do, I do understand where you're at.

Parent

(inaudible) proposal.. when the majority of the build is complete...(inaudible) close Larkrise, St. Nicholas schools, not the sites, please explain. It will still be a building site when these kids go.

David Paice

I don't....

Parent

That's in your proposal.

Judith Westcott

What we want to do is to be able to consult at a point when we know more than we do now and we can see more than we can see now.

So, in terms of buildings getting built and knowing a bit more about where the housing is going to be, getting to know a little bit more about how it works out with maybe creating more Resource Bases in local schools and when we've got a bit more knowledge we will get

Parent

You've got a bit more knowledge and then what?

Judith Westcott

We will consult.

Parent

Think about closing this down.

Judith Westcott

But if it's not right, we won't do it.

Parent

Two seconds ago, two minutes ago, you said I can't see this place being closed down.

David Paice

I genuinely can't. So...

Parent

...potentially closing this... is it just me, but I can't, I'm getting confused here.

David Paice

Let me try, cos I don't want you to be confused.

Parent

But it is confusing, you're saying 'I can't see this place being closed down, but potentially it could be'?

David Paice

Yes.

Parent

But this bit here, says "all pupils". I don't know if it's just on my piece of paper, it says "All pupils".

David Paice

Yes.

Parent

No, but you're saying this one is staying open. Why would it stay open if there are no kids here? All the pupils would have gone?

David Paice

No let me try and explain it. Let me try and explain.

Parent

Ridiculous

David Paice

Well, it's not, it isn't.

Okay.

Parent

If you said 'some', then I would accept that. No problem. Because you said the school's too big (inaudible) .

David Paice

So whatever you're comfortable with that.

Parent

I'll be fine.

David Paice

Yeah. OK. OK.

Parent

You put (inaudible)

David Paice

Yes.

Parent

But that's me, that's telling me, that this place is closing down, in the future. And that's what it's telling me.

Parent

It's saying 'possibly closing' but you're also saying 'no, it's not closing'

Parent

You're contradicting yourself.

Judith Westcott

The word "possible" and that's the thing, so, we at this stage.....

Parent

But you said 'no, it's not closing'.

David Paice

I think, I think, I get you. This is where I try and explain and I absolutely do see the contradiction. But let me try and explain to you why you can hold both things. The reality is, there's more demand for places. So hence we'd need more places. That's what the building is all about. We need more places. Committed to doing it, you can't build on either of the two sites, can only build on one site. Is demand going to come down? Probably not. It's probably going to go up.

So, the most likely scenarios you'll need more rather than less. That's most likely. So most likely to reduce overcrowding, you're going to reduce in, an appropriate way, in discussion with yourselves, the teaching staff, the governors to get here down to a more comfortable number of pupils, to reduce overcrowding here.

Parent

Totally agree.

David Paice

So that will be the 'some' bit.

Parent

Right, that's fine

David Paice

That's the most practical, likely scenario, but just in case there are other scenarios, what happens if, because there are other things that are happening or might be happening.

Parent

Like what?

David Paice

The building in Chippenham, that is not definitely going to happen, in terms of the 7000, if it does happen before we get to having up to 400 places, we might go 'hang on, we need another school, over in Chippenham'. So, a possible scenario is to open a new school in the Chippenham area.

So you've got 50 in St. Nick's but we still need more. Another hundred. So, you go, I'll build a school.

Parent

So, you might need more than one school.

David Paice

Yes, that's what I'm saying. So, if that happens, which is not definite but it might happen, we might need another school. Or you go, I might want a brand-new school for all 150 kids.

Parent

Right.

David Paice

So, you go well I'll build a new school with 150 places and then I'll close St. Nicholas down and we'll all move across similarly, that could be the case here, depending on.....

Parent

You're close this one here and build a new one.

David Paice

If there was massive demand in Trowbridge.

Parent

There are no sites, you've looked at 14 places, there's nowhere David, you've looked. That's not even in the ball park, I don't know where you've brought this up.

David Paice

All I'm saying is, it depends.

Parent

It depends, suppose, suppose, let's not do just hypothetical stuff because if we all do that, we're not going to get anywhere.

David Paice

Well, then the non-hypothetical bit is these are going to shrink down a bit and you're going to have more in the centre. Will we need to come back and go, is this new configuration now fit for purpose in light of demand for places at that time? If it is, great! If things have shifted and demand has dropped off in Trowbridge and Chippenham then we can move to a one site solution in Rowde. So, we've got one centre.

Judith Westcott

I think the thing is what we're trying to do is actually not pull the wool over anyone's eyes. So, what we're not going to say to you. Hear me out. What I'm trying not to say is everything's going to be the same forever and a day because that's not the case.

Things will change. And the reason we've put that clearly there is to say in 2023 we will need to talk again. We will talk about what the right options are then. Things will change again but we

don't know what that is yet. We don't have that crystal ball to be able to say we can guarantee it's gonna be like this or like the other.

So, we want to be open with you and say yeah there will be further conversations we need to have. But this is how far we've got-what we know right now is that we're going to build more places and the way we're going to build more places is by bringing the leadership of the three schools together so that they can talk about it together and they can develop that.

Parent

Can I just say something? What I find really hard to believe actually is that you can't find a site anywhere around here that would be appropriate for us, yet, I'm sure you'd managed to find somewhere for a mainstream primary school or mainstream school once say, one's needed. Why are we not given the same priority and importance?

Parent

Because I was reading and I read through a lot of your literature believe me, I was reading through the 2015 to 2020 school places plan and it actually states in there that by 2026 you are going to need more secondary school places. So, you are going to be building a secondary school on the West Ashton.

Judith Westcott

Okay. let me answer this question.

That's true. So... (inaudible) in legislation the DfE put forward and they tell you how much space every child needs depending on whether they have a special educational need or if they don't. So, in a mainstream school which is designed around all the children, the space amount is much smaller than if you have a special school. Per pupil the amount of space per child or young person is a lot less.

Parent

But we're coping with 100 pupils in this school...

Judith Westcott

Let me keep going. So, so then when you have a special school. If a child has autism or social emotional or mental health problems they say it's this much space which is bigger than the space that they give to a mainstream pupil and then they say if a child is non-ambulant. So if a child has complex needs they have wheelchairs, you need this much space. So when we go

looking we have to find a space that's big enough for the spaces that the guidance that is telling us is the right size. And what we haven't got is that space.

Parent

It's more cost effective to have 300 students in this area rather than 50 or 100. That's the difference. You could still have that same area but for less students. Do you understand what I'm saying?

So what, so what she's saying is basically this school here, how many students are there? 101. Right. How many mainstream students could you get on here? You could get 25-30 in each class. Correct? Am I correct or not?

Judith Westcott

I don't know off hand.

Parent

Roughly, just give us some figures, you said it's all about space. So, mainstream students, you get more in, correct? Yeah, yeah, yeah exactly. So yeah, so running the place, still costs the same?

David Paice

No.

Parent

Maybe more with the special needs. Yeah. Yeah. Right. But the space. So, there you go then, there's the problem, it's the cost, not the space. It's not the space.

David Paice

No.

Parent

So, your argument is flawed.

Judith Westcott

No. The conversation we're having was what land could we find to put a special school on.

Parent

No, what the lady said to you, what the lady said to you, you can find land for a mainstream school, but you can't find land for us and then your argument was, it's the space, they take up so much space. That was your argument. But it's not an argument, you can get more people into this school than you can with special needs, you get more mainstream in here, than special needs. Your argument is flawed. You can look to the skies all you want.

(inaudible).

Parent

There're 101 kids in this school. Yeah. In the same space you can have 350 kids in this school. Normal kids, not ours. The point is, the space you're about, the new primary school or another school for 350 kids on. The same space you can put 50 of our kids. For the same price. Exactly.

Judith Westcott

I can see where you're going now .

Helen Jones

Reverse roles? I don't know that there's identified land...

Parent

If you're going to build a new school at West Ashton and it states in your plans for 2026.

David Paice

I don't know about that at all.

Parent

Is this all being recorded?

Judith Westcott

Yeah, so long as you're using a microphone, have you got the microphone over there?

Parent

You're about to build a new school on West Ashton, which is going to be about 5/600 kids. It's in your proposal, it'll be for more than that, it's a secondary school. So, you're talking of 1000+. On the same space of land. Right. You could build the same school for our special needs kids. You could only put 200 in there.

Judith Westcott

What we know is

Parent

It's reversing roles. What we're saying here, you've got what 9 or 10 classrooms here. You could have 300 kids in here not 101. So, if you reverse the role, you can afford to build a new school for normal kids. But you won't build a school for our kids.

Judith Westcott

But part of the issue is the money comes from a different place. So, when we get the.....

Parent

Your developers and you know this, as you're on the same consultation as us. You ask the developers, they give you 10 percent or 15 percent of what they put in towards the kitty and that's supposed to go towards rebuilding the roads or going to build a new school. Why don't you get the money from the developers to put x amount from that 15 percent put towards a special school? Cos, you don't ask, and you haven't got, you need to change your rulings.

Judith Westcott

It costs an awful lot more, so if you work out what it is ...

Parent

Section 106. You need to redevelop and look at that.

Judith Westcott

They do contribute and what we're talking about in terms of inclusion is ensuring that children with SEND do get opportunities and our mainstream schools to be part of those schools and that development has to happen too, so it can't be an either or. So, we can't say you know well mainstream kids don't get a place and the SEND children do.

So, we have to look at all of the needs when we look at the land and having found the land at Rowdeford, it felt like it was worth using that because that was available to us now. When we get to 2023 we'll be continuing to have conversations about what will be available at that point in time and whether we need to build further at that point in time.

Parent

Can I just ask about, David you said you're talking to the three principals together? Which mainstream principals are you talking to about putting Resource Hubs in local mainstream schools? Because that's going to have a huge impact. Essentially you have a huge impact on

the numbers that are needed here. So really until you know how you're going to organize resource hubs locally, how do you know how many children you're going to need on this site?

Judith Westcott

Yes, the heads have been very excited about that, the three heads.

Parent

No, but which mainstream heads have you been speaking to? Which mainstream schools are potentially going to have Resource Hubs?

Judith Westcott

There are a couple of schools on the edge of Trowbridge, outskirts of Bradford on Avon, who are thinking about it. So, there are a number of schools who we're in consultation with at the moment and I don't think it'd be appropriate for me to name them at this point in time because they're still thinking about it. But we've had expressions of interest from at least 15 schools who are all saying that they would like to think about having resource bases and those resources ... No new schools, so schools with new resource bases. So, it's not the existing ones. And we're also talking to schools that already have resource bases about increasing their numbers and those would mean that we have more opportunities for children to be going into those across the county.

Parent

Yeah, I know what it means. What does it mean in terms of numbers? You're making predictions about the numbers you need on each site. How can you do that until you've got resource hubs in place?

Judith Westcott

That's why we're waiting to have a consultation later on because.....

Parent

But you're making projections on numbers now, you're not.

Judith Westcott

No, we've used some predictions, so we've got our, you know, statistics and information as we've got so far to here. And we've tried to have a look as far as we could and say what do we think that will look like? But in reality, we're not always right. So, there are more children move in, more out, remember we've just had the army re basing, you know, birth rates change. So, there are some things that we have to wait until actually these things emerge to know the full

numbers. But we are creating new places all the time. So, I can show you a slide in a moment where we've created new resource bases and we've created about 100 new places this last year in special schools, so we're always increasing and expanding.

Parent

Where have you created these places?

Judith Westcott

I'll show you the slide in a moment. Do you want to do that slide now or shall we come back to it in a moment?

Parent

I personally know of a child, who currently doesn't have a school place because there's no secondary special school place for him.

Judith Westcott

Yeah. So, we can come to that slide in a moment. What would be really helpful, I think, it would really help, if David can talk to you about some of the governance and how the changes are made. Because I think the question you're asking about how do we make that change, is quite important in terms of the role that the head teachers have, and the shadow governing body, so you can hear that bit.

David Paice

Yeah, but you're right there are some things that might mean there'll be less demand for places, if the resource bases are positive.

Parent

And the designation of the schools will change, I mean are you going to have 11-19 on each site? Are you going to have a sixth form site?

David Paice

Then, the next slide will be exactly where we need to go. And so, if I could explain the governance and those decisions which are for the heads now, the governing bodies now, and you as parent carers to influence what you want for this amalgamated school with three sites.

Helen Jones

Can I say that is the difference between us having the Academy's sponsor and having it as a maintained school. So, if you remember that the original proposal was to shut the three

schools, open it on one site and have an academy in. And an academy sponsor which would have just gone and done it. The consultation and the subsequent campaign meant that, you are now in the driving seat. Members modified their proposal. and they said a) they want it to be maintained, so that maintains the partnership with the parents, the governors and the staff. So, it's not determined by a private sponsor. And secondly the only thing that they did determine was that there was going to be a single school, maintained on three sites. Now during the previous May Cabinet meeting, they went out and changed the proposal. When they did that and they changed the proposal, they put in the line about a consultation at a later date when the new site was open. And that is the only determinant on this. So as far as members are concerned they got one school, they got three sites, and at a later date, determined on demand they will look at the data, which is what you are saying. Now what we're actually saying is that the data may say you need a new school or you need a full site or we don't know because we don't yet know what the determination is and what the demand is going to be.

David Paice

I can just give you, I'm sorry to cut across, I think this will help, I think

Parent

I hope so.

David Paice

I've only got a few minutes. If I don't do the governance thing.....

Helen Jones

Yeah, it's worth seeing that.

David Paice

It will be for the shadow governing body to oversee this whole amalgamation across 3 sites concept. So, it's important that you start planning for this shadow governing body phase now. So, I'll be talking to you and your colleagues to think this through so that if it's a green light you confidently go into a shadow governing body to ensure a smooth transition to a fully operational amalgamated school across 3 sites. We need to plan now in order to hit the ground running in January.

The first thing you need to do is get a principal. So this is when you'll be thinking through what is the vision for the New School? What are we doing? Are some of the sites going to be predominantly for primary pupils? Are we going to have secondary provision largely on one site only? You'll have thought that through. As to what you want collectively. So, in a shadow

governing body your governors are going to be starting thinking about this. What provision do you want to see at the current Rowdeford site, what at St Nic's. The Shadow Governing body allows you to come together with an equal representation.

So, the plan is to have a Shadow Governing body from January onwards, through all the way up to at least September of next year, possibly more. In the proposal it says by 2021. And the reason it says by 2021 is that you might not recruit a Principal in time for them to hand in their notice and to start by September 2020.

But if a Principal is recruited in April they could start in September 2020. In which case the New School could start officially in September 2020. Three sites, one school. Might not be though, so if you missed April and you weren't successful, you weren't happy with the candidates and she or he wasn't the person that you were looking for, then that would mean that you couldn't start even if you were appointed and went back out and got somebody in May they still couldn't start till January. So, then that is why you're then going by 2021. But it could be as early as September 2020. So, the shadow governing body makes that appointment.

And that's the key. So, you are in control of what vision you have across the sites and the representation of that is significantly loaded with governors and staff and parents as compared to the local authority. We, as a local authority, are proposing this is your school across three sites. So, in terms of the power to influence that, your voting rights are significantly more in terms of, you know, I want this, I want that. It's predominantly parents and staff here. As well as in Rowdeford, as well as St Nic's, that make that decision.

So not the local authority.

Helen Jones

Or an Academy Sponsor.

David Paice

No. So, you are empowered to do this. That is the key. So that's the bit, I hope it's saying- it's three sites, you're in control of what they do on those three sites, how you move this forward, the curriculum will be worked through, you're empowered to do it. That's your choice then.

Parent

Let me tell you what I think is happening. Right. So, you want to close the three schools, met the campaign, so it got stopped. So, you thought 'right', let's try and backdoor this'. So, what you're doing, is buttering people up, giving them, a little bit and you will bring that in. You will

bring that in later. We know how it works, we know how it works with governments and everything. I'll be surprised if this school's here in three, four years, it'll have houses on it and everything. (muffled) If I'm wrong I'll come and apologize to your face and knock on your door whatever. If I'm right I'm going to knock on your door as well.

David Paice

Fair do's, fair do's! I think I appreciate that too, in terms of it's been a journey and it's not been pleasant at times. So, I absolutely appreciate that. But in terms of how you can manage this and the voting rights of it, I can't see anything other than you knocking on my door and going. "Actually David, you were right".

Parent

Can I just ask then? The 32 million then, the three sites are going to be staying open, is that going to be split across the three sites, the 32million or?

David Paice

That's Capital, the revenue is, it's two budgets. There's money to build stuff.

Parent

Right.

David Paice

You can't build anything here. You can't build anything at St Nic's but you can build....

Parent

But will we still have money to maintain and improve and that still stays open does it?

David Paice

It stays the same, it stays the same.

Parent

Indefinitely? There's no time lapse on that, no time period?

Parent

Until it closes

(muffled)

Parent

Out of that 32 million, where does the Resource Bases come from?

Judith Westcott

Again, that's a separate pot of money.

(Laughter and jokes about having lots of pots of money)

Lots of different pots and they're all ruled by different rules and regulations and they're all allowed to be used for certain things. So, there are some things that we were allowed to spend more on which they won't let us spend on the other one. And so, there is a revenue pot as we say that would keep things going here. But that's not the same pot as the 32 million. It's not the same pot as the one which funds the resource bases.

Can the money be used on a smaller build at Rowdeford, another site in Chippenham and then they could have Ashton Street site for Secondary and use Larkrise for Primary.

Parent

Well, what you've said, in Chippenham, possibly, not definitely, possibly 7000 more houses....

Parent

Say, you know Trowbridge, Trowbridge is getting bigger and bigger and there's going to be more things. So why can't we have the same thing, like you've just said for Chippenham?

David Paice

You would. The only problem with the Ashton Street site doesn't meet the DFE regulations, you cannot build on that site.

Parent

That's what I'm saying here. So, you have to build a separate school separately, on a separate site.

David Paice

Yes.

Parent

But in a different place. That's what I'm saying here. Build a separate school just down the road there. Exactly the same.

Keep primary here and secondary there.

David Paice

But that does not meet the guidelines. That site was looked at. We reviewed 14 sites as part of the previous consultation period.

Parent

Well the guidelines needed to be looked,

Parent

..then, we possibly could build another small school.

David Paice

Yes, you could do. Absolutely.

Parent

But we haven't got the...

Judith Westcott

So, we've got two problems at the moment: one is, land, we would need to find good land to do it on. And the second thing is we'd need to find some extra money. Now we did do that in the south.

Parent

Because you went and asked for that

Judith Westcott

Absolutely and that's what we did in Salisbury. We went (muffled) and we said we can prove there is demand for a new special school and they've given us twelve million to support that school there. When we get to the point about how much demand is going forward, that goes back to that 2023 thing; we might be able to go back and ask for a bit more. We can't do it yet because it won't be based on known demand. But in 2023 we could go back to them and say 'Could we have a bit more?'

Helen Jones

That'll be for the governing body.

Judith Westcott

Absolutely.

Parent

You know how many military are being posted back to the UK. Why don't you ask the MOD for a consensus of how many of those children will have SEND?

Judith Westcott

We have. And they've given us some money. So, the school that was built by Larkhill has a resource base that's going to be considered for it at the moment of which they're going to fund that.

It's for the locality.

Parent

So how many can go to that school?

Judith Westcott

It's a locality. So, you'll be aware the Army's built loads of new houses down there and those houses are primarily for the guys coming back from Germany. But you'll be aware we're also taking some folk from Shropshire as well. And of course, the local community so the school isn't an army school. It's for the whole community, of which significant numbers are of army children.

Parent

(Muffled response).

Judith Westcott

We are.

David Paice

Unfortunately, we're running out of time so could I make the offer to come back and meet with you again at a time that's convenient to you?

Parent

So, just carrying on then really on what you're saying about the schools in their communities and everything that is what it's all about for us we want all children in their communities not just on one site. So, surely what we just talked around makes perfect sense to build extra schools on the three sites because it's just, it's not fair that our children aren't allowed to be amongst their own community and where they're accepted. We've fought tooth and nail over years now

for inclusion, and for people to be accepted and we've come so far and to be just... I know Rowdeford is a beautiful place and it's a lovely site but they're just tucked away, they're away from everybody, they're out of, you know...(muffled talk from parent saying that the local authority wouldn't close and move students from the three mainstream secondary schools in Trowbridge to a remote spot)

Parent

It's all about community. What you just said.

You're not listening, why won't you do it? (more muffled talk)

Judith Westcott

I have to say, we have to call time.

Larkrise School – Staff session

Judith Westcott

Okay. So, thank you all for coming. It really is great that you manage to find the time to join us here so thank you very much. We are at the next stage of the consultation and this is an opportunity to talk about the proposals which have been changed from when you last saw them. But I'm going to leave it to David to explain to you how they've been changed. The bit that I need to say to you is about the recording, so you'll see I'm sitting here with a mic on my lap and we've got a mic here.

These don't amplify the sound it's just so that we can record everything that you say because the decision that is made from this is made by somebody called the schools' adjudicator and he or she gets to hear everything that we've said in order that they can make the right decision going forward. In terms of consent you're all aware of GDPR, by taking the microphone, we're assuming that that is your consent, that you're happy to be recorded. But of course, if we can't record you we can't send the information to the schools' adjudicator, so I hope you are happy with that.

So, is that OK? Could you also signed the sheet going around? That's just so that we can tell the schools' adjudicator who came along so they know that there was good representation. All happy with that bit? If you are happy I am going to hand over to David.

David Paice

Great.

Thanks very much indeed. So, I am going to take you through the legislative kind of stuff we have to do, which guidance. Two bits of that. So, the proposal involves closing three schools, amalgamating those three schools, so opening up the new school which is then amalgamated; three sites, one school, three sites. So, there's some legislation around that and guidance documentation. So, if we can just run through those. That's it. So, on this side, where there is the highlight, that's the main bit that we're focusing on. It relates to opening a new school. We're following the guidance for that. You will see there's a process for it and hopefully you'll see there's a little poster here.

You may already have seen that timeline and I'm going to talk you through how this legislation actually plays out over the next year and then through to the building where it is on 2023. Hopefully we will go through a little bit more detail on that timeline. I'll flick through one more thing. The amalgamation is something that the local authority is proposing. And that's because particularly from a staff perspective we got the message that "we don't want it to be an

academy". We would prefer to keep this maintained. Which from your perspective means that even though there is a change, it doesn't change your terms and conditions at all. TUPE does not apply.

You're doing the same job, with the same employer until told otherwise. So, it is the same. So that should be quite reassuring from a staff perspective. But because we are the proposer in this amalgamation, the next slide please Emily, says that we can't just go "Oh it's a good idea. Staff think it's fine from their terms and conditions, we'll do it". It has to go to somebody else. So, it's completely independent. And as Judith was alluding to I have mentioned the schools' adjudicator. There are about a dozen, six to a dozen people that are schools' adjudicators and they will make that independent call.

They sit outside of the department as well. So, they are completely independent. And what they want is to review the evidence that is before them. So, it is really important that we capture what you have said. Hence, we're doing this and capturing the voice.

We will transcribe it. So, I'm going to ask some questions to get your view on some elements of this timeline. So, we'll be asking questions.

But feel free to ask questions throughout. If that's the way you feel, you want to make your voice known, that is the most important thing here that we really capture that. Just go through to the next one. The reason being is where there is this process to go through to get the proposal through to the schools' adjudicator. We're at a four-week period, it's called representation. And that is your chance as well as other parents, governors, people who live locally, everybody can say what they think about the proposal. And we're in that stage, so about four weeks, in which you can formally say what you feel. And that's really important we have that evidence base. So there's an online survey at the end of this slide that there is the URL for that online survey. But you can go through the Council's website to get to it. But we'll show you that. We'd be really grateful if you could fill that in.

Please take time to make comment. That would be great, if possible. And are you comfortable with that? OK. So, let's relook at the timeline. What we've said is that this is bringing three schools together. Under a single leadership team. So, it will be one principal that will sit across the three school sites-one school three sites. To build on best practice on the three schools.

That's all we're trying to do here. And the key driver is getting more places. So, there is a commitment for 32 million pounds to build new infrastructure with new capital. Buildings. But

only on the Rowdeford site. This site together with St. Nicholas in Chippenham, you have overcrowding here.

And there's no space left to build anything. So, the only place we can build and the capital money is building money, it's not ongoing on staff or operation or painting, this is building money-so that's the 32 million pounds. It is significant, it is coming from the local authority. The capital usually comes from the Department for Education. Based on conditions. So those schools that are in the worst condition get money first but this is, going ahead of all of that and the local authority are funding the thirty-two million pounds.

Part of the reason the local authority is funding the proposal is because they have a responsibility to provide places. And there is clearly a need for more special school places. So, this is part of their ability to put that commitment into practice. That's what they're doing. The part of the proposal is to actually consider how many sites do we actually need going forward.

The plan is to have the site up and ready by 2023, September 2023.

The feasibility study that was part of the proposal, looked at a modularised approach to construction. So, it can be done sensitively in small modules, as it goes year by year. This proposal says we will go out to consultation when everyone can see the spaces that have been created. Once you've got three sites and you've got an additional expansion of the Rowdeford site, we will look consult again on how many sites we want at that time We will consider again whether there is demand for just one site or whatever is the right number at that time.

So, we will consult. It doesn't mean it's going to happen. But it means we will consult on whether having just one site is the right thing to do. If it is, great, if it's not, and I suspect that the demand is likely to remain high with significant additional housing growth in Chippenham from our housing development bid for an additional 7000 houses; that would likely mean more demand rather than less. So, if demand goes up rather than decreases we will go back and consult on what is the right number of sites to meet the demand for places. And it is worth noting that there are other reasons why demand for special school places might reduce. For instance, there is a strong push from the local authority to have greater inclusion into all schools and settings and therefore that would reduce demand.

So, some things could increase demand for places but there's some work to try and reduce the demand for places by enhancing bases, getting greater inclusion into mainstream primaries and secondaries and looking again at the enhanced learning provision in secondaries. If these things work that would take demand down for the schools. That has not started yet. So, Judith

will talk to you about the new strategy going forward but there is a desire to be more inclusive. So, we don't know for sure what the demand will be and will review that very carefully. The proposal is up to 400 places but might not need those 400 places if the wider system becomes more inclusive.

So, we will very carefully look at year by year growth projections to determine exactly what's right. So that's the proposal I'd really like to get is your thoughts on.

On that. Can we try and capture your thoughts on what has been said so far?

Staff

So, can I ask, so you're building new places at Rowdeford, keeping these three sites?

David Paice

Yes.

Staff

Will we continue running under new leadership at this number of pupils, this number on roll. You were saying about us being overcrowded. So how we will manage on the money?

David Paice

By sensitively managing a transition to a smaller more manageable size. We appreciate that this site is currently overcrowded. There is a desire to keep the site but not have as many children here. Which children move, at what transition point, will be the decision for you the staff, the head teachers, so Phil together with Ros, together with Mike.

Together we will be thinking about what is appropriate, which families? Who? Where might children move to when there's space?

There is a desire to give you more space to reduce the overcrowding. But there's absolutely no decision on potential transition arrangements at this stage. But the direction of travel is to reduce overcrowding here. And same on St. Nicholas site to.

Staff

If you've made, you know built this school and the decision is made that some children would stay here and at St Nics, what amount of money are you putting aside for that eventuality?

David Paice

Well you've already got

Staff

As both schools would need to be of an equal quality, wouldn't they?

David Paice

Yes absolutely. So, there are two pots of money. There's a capital money and that's the thirty-two million pounds to build new bricks and mortar type money. And then there's keeping it up. That's an operational pot of money, that's different. So, you will continue to get funding on an operational basis which is separate to the 32 million pounds. So, ensuring that you get the right environment is a decision and there is funding associated with that, but is separate to 32 million pounds. Is that OK?

Staff

No, I'm not quite sure about it. I'm asking, there must be, part of the 32 million pounds to, you know...

David Paice

I understand why you want equity in terms of everybody's got to be treated, you know, you wouldn't want to have children in, who are here to be treated differently to children who go somewhere else. Absolutely. But you have bricks and mortar here. So sensitively looking at the site as you reduce down to reduce overcrowding, there is always operational money in terms of, you know, the painting, the decorations. There's enough money to keep making sure this is a great school.

But you don't have any building. That there's no bricks and mortar required here because you haven't got any space. Quite the opposite really. We're trying to reduce overcrowding. The only place you get bricks and mortar, new physical bricks and mortar is Rowdeford. So, it's a separate pot.

Staff

So, all the new children that need education now, will go to Rowdeford.

David Paice

No. No.

Judith Westcott

It's quite a careful question. I think it would be helpful for David to run through the slides for you about how that decision making happens going forward. So, there's lots of decisions about which children go where and when. Conversations about when the new starters start, where do they start, where should they go? David can explain to you a bit about the governance then you'll see how the decision making will go forward because it changes as you move through the process.

David Paice

Yes. In which case I'll jump a couple of slides. OK. So, September we're in this consultation process. October, we'll have to pull a paper together that captures everything that you've said. We will take this to the Cabinet. They will want it ahead of that time. It'll be November therefore before it is presented, and they will make a decision as to whether it moves forward.

Assuming Yes. And they were comfortable enough to put 32 million pounds in previously, so one might assume that they're still comfortable with that unless they're hearing lots of negative things and this time, so the proposal now is all three sites stay open. But the expectation is that we can now come to a proposal that is acceptable to everybody. One school. three sites. Thirty-two million pounds for new capital investment, same ongoing revenue costs that come in with it with the children. One would assume; therefore, the cabinet goes 'yes', 'we are happy with this'. They don't have to, but let's assume they do. The proposal then has to go to an independent schools' adjudicator. So, the very next day after the Cabinet meeting the proposal will be sent off to the schools' adjudicator. We hope to hear back in six weeks, shortly after Christmas.

We hope to get the green light from the Schools' Adjudicator from January. Between now and then there is a process to this proposed amalgamation in terms of governance.

All this year, it's business as usual. Your governing body will continue to manage the school.

What you will be asked to do though is to engage with the governance of the New School in terms of the shadow governing body, getting ready, for the one school. This will involve considering the vision for the new school, what journey do you want to go on in order to get there and what resources, particularly human resources will be needed to realise this vision for the New School.

So, we've gone for a single unified leadership team with a single principal or CEO that we hope to appoint in time for them to start in September 2020. This means the Shadow Governing Body will need to have created and agreed a job description for the person they want to lead the New

School on the journey to the vision you all aspire to. There is not much time to do this. Indeed, we need to advertise the position by February 2020.

It will be important to reflect on who you want to represent you on the Shadow Governing Body. You can have an election, or you can nominate governors. But that's a decision for you as a school to take. There will be the same number of people on the staff governing body from each school. So, the head of each school and another staff member. A parent representative. That's three governors from each school. Then there's one Local Authority. That brings the total to 10 governors. And then there are people that you can call upon that might have a particular skill you feel would help establish and run the New School. You probably have lots of learning experience. One or two of your governors might be lawyers so you might draw on them for legal advice and guidance. For other experience that you don't have you can co-opt governors on to the Shadow Governing Body. So, you look at the skill set of the people from the various schools that are going onto the governing body and see what gaps, what might we need.

And in addition to that, think through which governors have capacity to turn up to the meetings all the time. That's the normal governing body meetings and now the shadow governing body meetings. For those with less time availability there may be specific things committees that you want to influence the full governing body for their consideration. And that is where you can have associate members too. So, there's a bit of a way to go for you to think about what you want from the shadow governing body. What I'm putting here is purely a suggestion, so you can see the nature of it, but you don't have to stick to those numbers.

That is just coming as best practice from the governing team from the local authority. So, you can change it. And that's a decision for you, with colleagues in the other schools. But it gives you the power to say right we're going to recruit the principal that we want. And it's the terms of reference of what this new school is about. That's what the shadow governing body will pull together. So, a lot of power and control moving this amalgamation forward relies in the shadow governing body.

Once we have got to September, then we're into a new start. The principal is in place or might be. Once the principal is in place then you're actually in the new school. So, we could have a new school in place still on the three sites but doing exactly what you want it to do. You will want to consider how you can reduce overcrowding here, what arrangements might be appropriate if children are to transition to different sites. What the curriculum is going to be. Much of the wriggle room for managing this change in a physical sense is on the Rowdeford site. That is your site, now. So, working with colleagues you will think well what are the best learning experiences for the children? Rowdeford at the moment does not have a sixth form. You do.

Rowdeford does not have primary, it's a secondary school. So, they will be looking to your skills and expertise to say what is the appropriate way forward. And you want to gradually think that through with, you know, your children and your families, what's appropriate? Do any of them want to think that might work for me?

Some of the families here might be coming from the east and might live more over towards Devizes. That might be something that your families would be interested in in the short term.

Staff

So, to clarify the school's decision is to decide which children transition to the new site. My worry is that's a bit of a lottery project . To say hypothetically you have lots and lots of parents, well say all of them...

David Paice

Hypothetically....

Staff

No, I don't want my child to go. What happens then? As a lot of accountability for schools.

David Paice

The initial decision is we need more places. So we have the capacity to build more on Rowdeford. But by 2023. So regardless of this amalgamation, I'm working with Ros and Phil and Mike, to say, well we know that demand is going up. We have this proposal to get capital money to do more. But even if this amalgamation does not come through we still have to accommodate those children. So, we'd still need more places. What can we do by 2020 which is not long. We need to be able to increase places. Do we put mobiles? We can't put mobiles here. We can't put mobiles on St Nic's. We could put mobiles on the Rowdeford site. It's not very easy to do because there are badgers there and we have to go through more planning. What we potentially could do is look at regardless of the amalgamation we might be able to refurbish some of their space and that we could free up.

So, we have to do something regardless of this to accommodate all of the children. Next year as I understand it, is that all of the children if they were to stay here would mean that you have no space at all for the reception class. So, year zero could not come here, unless there is a movement. And either you collectively across the three say no, no one can come here, they're going to have to go somewhere else. Well that might then mean, if that were the case, that the only reception places that we have available would be on a Rowdeford site. As that's the only space.

Staff at Rowdeford haven't taught reception so they'll say, 'help us do reception', if that's the right scenario. We know what kids are going to come through. We've got two bits of wriggle room on Rowdeford. What can we do. How do we maximize that? And that is your decision collectively, you know the kids. You know all the kids that might transition. Is it appropriate to do so? Is it appropriate from the perspective of their parents because the parent carers would need to consider that too?

So, this is a collective professional decision with and for parents and carers but with the constraints that we have. And that's nothing to do with the amalgamation. That's just what we would be doing now and we're actively thinking about what we do in preparation for September 2020, what do we do for 2021 and at the same time we have the potential for this amalgamation and a significant capital build that enables us to dream. And that's absolutely what we're looking at. So, this is the formal bit of getting to that vision. Informally we know we've got to do something anyway. And that's going on regardless, they sort of zigzag into each other, because that's part of it. Does that help?

Staff

So, in theory we could still end up with 3 sites then?

David Paice

You definitely will, no theory about it. You have three sites, that is the proposal. All three sites stay open. This site stays open, St Nicholas stays open and Rowdeford is expanded on. The proposal is to reduce overcrowding so instead of having 101 kids here, you would be looking sensitively to reduce that to what is an appropriate amount. It's going to be 75 or whatever it is, you'll know what an appropriate environment for your kids is and it's just that it was built for half of the current numbers. We know you do a tremendous job in an environment that's actually quite constrained.

Staff

Yeah. We know it's been overcrowded for years and years. But what everybody was feeling so passionately about, when the proposal first came out was, it seemed like you wanted to go to Rowdeford and you would close the other two schools.

David Paice

That was the proposal and you very articulately and very passionately said that was the wrong solution. People have listened and that is no longer the proposal.

Staff

But part of the proposal is that, at a later date, consult about going to one site.

David Paice

Yes.

Staff

So, it isn't a 'forever' plan, is it to keep the three schools?

David Paice

No, there's a probability and an aspiration to keep this site. We hope that we would keep it. Because you made a very articulate point about localities. There are other things afoot which is also happening about localities.

So, there's the enhancement being more bases in primary. Looking at the potential to do the same sort of thing in secondary. Now if that happens that's when the demand would go down. If, and it hasn't happened yet, but that is what they are looking at now. Meetings with the heads were around how we might move that forward. It's very early days. So, we don't know, but if that works then actually we will be in a different situation including provision for special education in localities. Seemingly though demand is going much higher, so that might mean that you might need more.

So, the proposal here which stems kind of from where things were. It was one, well now it's three. But we would still like to revisit, if other things happen, we might only need one. Might. Might not. Might need more. So, we know that there are significant drivers, particularly in Chippenham because that's where 7000 additional houses are potentially going to be built. So that will skew the figures significantly and therefore we might need more schools.

Judith Westcott

I think the bit that we wanted to be very clear about and that is we're saying the three sites will stay open. But what we can't tell you is, we haven't got the crystal ball which will tell us in four years' time whether that's still the right thing to do. And I think that's where our cabinet wanted to step back and say we need a few things to pan out. We need things to work through, but we're very committed to reviewing again at that point in time so they're clearly saying they're not wanting to say to you it's completely off the table we're never thinking about that again. But what they're saying is that they want more information, more understanding. They want to know more about what happens to demand and then they will look at it at that point in time; but they're making no decisions at this point in time and they're very clearly saying at this point in

time we think it's right to keep all three sites but there's only one place we can build in order to get the extra places and that's at Rowdeford

Staff

I continue to be desperately concerned that all this meeting has talked about so far is numbers and location. What you're not addressing is the fact that we are two sites with severe and complex needs and one with moderate learning difficulties. And you can build on Rowdeford but what you haven't explained is how are they going to meet the needs of the young people that should be coming to these two sites.

David Paice

Yes, and that is not for me to, oh sorry does someone else have a question? Okay. So yeah, I am not suggesting that I have the blueprints. It's not for me to do so. Working with Phil, the Head, Mike, Ros, the governing bodies, yourselves, you'll have a view as to what's the right way of supporting children across three sites. So, you got the same children you've now got three sites. Now in terms of inclusion, you would hope that some of those children that have not got as complex care requirements might be included in some of the enhanced provision that's going to go forward. Therefore, they might not need to go to Rowdeford. So, the idea is to have additional capacity to support, in particular, those with complex care requirements the MLD students that come here. That absolutely is key.

But how we transition to that is decision for you collectively to make...

Judith Westcott

And I think it goes back to the training, the CPD, the experience and ...

Staff

Skills that...

Judith Westcott

Absolutely.

David Paice

I agree.

Judith Westcott

And so, you were just sort of saying that, so for the mic, that there are skills to be developed and I absolutely agree with you. Which is why we're not doing this overnight. And that's why the

heads are starting to talk about things now to start talking about how do you create that experience? How do you create that knowledge? How do you build up those skills so that when we get to the point when children are needing all those places that everybody has the skill set going forward? And we're very clear that we as the local authority can't shape that or design that it will be down to the senior leadership team and the governing body behind them to be able to create that process going forward.

Staff

I want to say two things. There are children in mainstream primary schools, in resource bases at the moment, and I actually think their needs are not being met because they're not in the right place. They should be in a special school. So that's one point. But also going back to what you said about the large amount of houses being built in Chippenham. When I asked Wiltshire Council why Larkrise was not receiving section 106 agreement money from the massive amount of houses being built, I was told that you do not ever presume that a special child was being housed in a housing estate. So, I'd like to know what changed legislation when now you do think that way and where is that change. And what happened?

David Paice

I'm not sure where that's come from.

Staff

I did ask and a counsellor told me that.

Judith Westcott

So, the rules in terms of developing that 106 money as you rightly say when housing developers now build housing estates, they have to put a proportion of money to the infrastructure that goes round it. So, the things like the libraries the shops the roads

Staff

Though it's never been given to a special school but now it is.

Judith Westcott

So, what we're saying is collectively that money is made available for all the things that go forward and that includes schools but because a special school doesn't just meet a town's need or any estate needs a special school is meeting an area's need. We have to collectively put together 106 money if we're going to take it forward and the other problem is it's not enough at any one time in order to be able to build that.

So, this 32 million - we would never have derived 32 million in order to create the number of places out of Section 106 money. So that's not possible in that sense but it will be contributing along the way to, for example resource base places, that come as part of mainstream schools. So, for example some of the new schools that are being built at the moment are considering having resource bases and that money would be included within that scope but special schools come from a separate fund that the DfE give. So, we've just recently bid for a special school down south and we've got 12 million from the DfE to build a school. So, it's very much about the rules and the way the money can be applied and the practicalities of how much money you can get together at any one time. Sorry Helen.

Helen Jones

This is not section 106 money. So, it's not.

Staff

We are talking about the amount of houses being built in Chippenham which I presumed was what you were thinking of the in future weren't you?

Helen Jones

Yes. But we would necessarily think of using the Section 106. Because I think what David's trying to articulate is that if we looked at projected demand and the argument as to whether there should be one site two site three sites or four sites, we know that there is going to be increased demand. So, members made the decision not to shut any sites because they didn't know what the demand was going to be. If these seven and a half thousand new homes were being built so that's it. I think it's fair to make assumptions that there will be children with special needs in those homes.

Judith Westcott

The main thing is it's a different budget though. So, in terms of Section 106 our estates department have to put a bid forward for this additional infrastructure money which enables houses to be built by developers.

If they were successful we would then be able to go back to the DfE and put in an application and say because of this, we might need to build an additional special school to support that bigger demand. But that pot is a separate pot and it's a bided for pot. So when we put in our bid for the school in Salisbury because we could see demand growing in Salisbury we bid against, I think it was 80 other local authorities, who also said that they would like some money and only 48 of those projects were successful going forward.

So, it's a different process but clearly we looked to our housing department to say can you tell us what is going to potentially happen in the future in terms of knowing where we should be thinking about building?

Helen Jones

It's also important to remember that the operational bill for funding for new school has to be paid in those circumstances by the local authority not out of a free school budget . So what members have said is that they can't anticipate what demand is going to be. But also, I think primarily they listened to the argument that parent carers, families were giving that they did not want these two the two sites to shut in Trowbridge and Chippenham. So as David said at the beginning is what they've said is that we're not going to shut those sites which had been what their original proposal was. They're going to keep them open.

And then when the new places are built it will be for the principal, the head and the leadership team and yourselves and the governing body to look at what your demand is and how many sites you need. And indeed, for us it's the local authority to identify whether we need more provision.

David Paice

Is that okay?

So, your schools will continue to run separately, in addition you will have the shadow governing body. It's going to be made up equitably from the three schools. It then gets into one school. So that makes one shadow governing body, three schools, actual governing body, one school. So, the suggestion here for the actual governing body is to have five people on it, and in this proportion. So only one principal or CEO or whatever the role will be but only one of those. Only two parent governors. One staff governor. And one local authority. You have to have those five and that proportion and then two others to be Quorate, so that's seven as a minimum. So, many schools have more than that but that's the minimum. So, the suggestion here is that you consider 4 co-opted governors. You could have more. But that's a starting point for you for your consideration. So, it will go from the slightly larger number of staff, because of the three Heads to one, so slightly smaller. But this is the governing body that actually moves the whole school forward because it is unified. You've now got these three sites you need to be thinking about the curriculum that runs across those three sites and begin to make that more cohesive in an appropriate way to release a bit of space here. As we said sensitively coming from 101 down to a more manageable size here and ditto over in St Nic's but in a negotiated way that the parent carers feel is good. And also, that we can accommodate on the Rowdeford site so working very sensitively with which buildings, where, at what time.

So, we need a master plan for the whole site of the up to 400. Architects will work with you here and at St Nic's to shrink well. They will also draw up plans for up to 400 there on the Rowedford site. How you manage that is why the unified and integrated team is key because you're now unifying three sites to be able to manage the increase in demand but also the reduction of overcrowding here. That's your decision. That is what the governors will be asking the leadership team to deliver.

And for you to be able to then teach the kids in in this way in an appropriate way you will choose the curriculum. That's for you to consider. So that's the timescale for that. There's only one local authority governor up there. The rest are staff, parents. It's your school. So, you have the power to do what you wish with the thirty-two million pounds of capital money in a way that suits your children your families.

And that is the proposal to take forward now. Any thoughts?

Staff

Redundancies. If we are running one school obviously we don't need 3 lots of everything. Is there a time frame for that?

David Paice

No. In reality there are unlikely to be redundancies for the vast majority. You won't have three heads, but it doesn't mean that you won't necessarily need the three individuals. That again is going to be discussed as to who's going to be doing what. What jobs need to be required. So, in the first instance there needs to be an agreement around what is the vision that we have for three sites for children and young people with complex and severe learning difficulties. What is that vision? What are we holding to in terms of inclusion and it's very outward reaching as well. So, it's not just about coming in. It's about supporting the inclusion agenda too. That needs to be articulated, agreed upon. Because then you'll have, that's the vision, that's the mission that we have. What jobs therefore do we need? Who do we need to do those jobs hasn't all been fully specified. But clearly, you'll be doing very similar jobs to the jobs that you do now and there's no change in your terms and conditions.

But from a leadership perspective, that that is going to be different. So, I think, will there be some redundancies? Possibly, that's more likely to affect Phil, Mike or Ros because there'll only be one principal whereas there are three at the moment. Administration too, there's a potential for shared services there. How that will operate, which jobs, who could do them, also needs to be considered. But this is an expansion. So, there will be more children, more jobs need to be done. So, it's increasing numbers, increasing demand for your skill sets.

So, the redundancy issue here is we're not reducing demand. We're kind of going, we need more rather than less. But it might be that while the jobs that are required might mean I don't want to do that. Okay so that's a restructure. There's no TUPE here but the jobs that will be required might be different, particularly from Phil's perspective because there's only one principal. So, I think of all the people that's going to affect the most, Phil is one of the most exposed to change. But it doesn't mean there's not necessarily a role that Phil might wish to apply for. He might want to go for the Principal role. If so great. Great.

Judith Westcott

Before Phil goes on can I just say we've got a couple of people extra in the room and I just need to make sure that you're comfortable. This is recorded. So, if you choose to go on mic by holding the mic you are giving your consent to be recorded so I just need to ensure that everyone is aware of that.

Do go ahead Phil.

Phil Cook

Just thinking about the governance and sorry I had to go into another meeting. We have 2 parent governors, one staff governor-I know this is a point where it's one school.

David Paice

Yes

Phil Cook

But it's actually three sites, and the legacy is three schools.

David Paice

Yeah.

Phil Cook

The biggest school where you've got the most votes would be Rowdeford. I'm not suggesting any wrongdoing here, but it could be just because that's got the greatest numbers, parent governors end up coming from Rowdeford, the staff governor ends up coming from Rowdeford.

Judith Westcott

I think you're gonna have to think very carefully around how you want to dynamically become three in one. I think one of the temptations is going to be to keep wanting to do one from here,

one from there, one from there and one from there and some of that you're going to have to think about-how does that really work in terms of developing the skill set across the whole site? So, you're going to have to make choices as you get to that point in terms of understanding how you make it work. And I think you're kind of only going to know that as you experience it which is why again you have a shadow governing body. So, there's lots of opportunity to talk about how does this work.

Phil Cook

I'm not suggesting it's an unresolvable thing, it's more of a comment. And with the three sites something particularly around TA roles, when you become one school and you know somebody might have a very strong association in terms of locality to one site; could they be directed to another site because actually where you're going to need the biggest change is Rowdeford as you're suggesting round MLD moving more into the mainstream and the PMLD/ SLD moving there. But the expertise for that is on the other two sites.

David Paice

Yeah absolutely. And again, I think that does need to be handled very sensitively but that is a decision for yourselves. But in terms of 'can we be forced?' No, your terms and conditions are the same, that's the benefit of being local authority maintained. It might be that we need to look at a potential restructuring. If you think we need to do different jobs to realise the vision of a unified school, then it is possible to consider a potential restructure. But that doesn't affect your terms and conditions in the same way as TUPE.

Helen Jones

And I don't know what your terms and conditions are, but when I was a teacher although I wasn't with this local Authority, my terms and conditions were certainly that I taught in a particularly named school. My terms and conditions now as an Officer are, I'm supposed to be based at County Hall but there is a clause that they could move me wherever they want.

But my understanding is, is that teachers' terms and conditions are related to the physical aspect of the school.

Phil Cook

So, the site, not the school. So, it can be a three-site school, but you're tied to a site, right?

Helen Jones

We need to check that out.

Phil Cook

Particularly around TA roles.

Judith Westcott

So as far as HR are concerned you can move that forward, as you go forward. So, when you recruit new staff you might want to recruit on different terms and conditions, in terms of going forward but you can't, obviously, you need to work through bit by bit in terms of the restructure so we're identifying the principal bit needs to be sorted out with the governing body. Then you'll want to look at your SLT senior leadership team and then you might want to look at your staffing going forward but you can only do that within the terms and conditions that you have available at that point in time.

Staff

Going by all of this that is happening, I've worked at Rowdeford and I now work at Larkrise. Rowdeford it is a secondary school, as we all know. But there are secondary school teachers here. We all teach one class with one group of children. Whereas they are specifically English, French. They've got their subject areas. How is that going to work, again talking about my students and the different styles of children, the different types. You're saying it comes back down to us. But with Rowdeford again being the bigger site, with their staff going to want to do one thing for their children, obviously, but our children like Dance Classes Key Stage 3, 4. They wouldn't want to be in a mainstream or mainstream class. That's a lot, you keep putting it back to us to discuss as groups. But that's a heck of a lot for those children and for us.

Staff

You know you've got this brilliant idea about all these schools being three sections and different places.

Judith Westcott

We're not going to leave you alone, so we're not just going to say off you go, and we won't help you. One of the main reasons we went for having a maintained school was we could keep working together and if we'd gone for an Academy it would have been an Academy Trust who would have come in and said we're going to do it like this or do it like that. The advantage of the maintain school is we can work together, and we can have lots of conversations with the SEND leadership team, you know with the education department, so we can work through that bit by bit. It's the other reason again why David is wanting and is starting to engage with our head teachers now because it's really a lot to talk about. There really is a lot to talk about and how we move that forward gently in a way that works for all of us. So, we all know we can do change.

But the one thing we don't want is for it all to happen overnight. And I think that's the bit where we keep having to have the conversation.

And I think we'll work it through. But I'm not going to tell you that it's straightforward.

Staff

Can I ask, do you know of any other schools that have done something similar? And can I have access to the research that you have about this model?

David Paice

Yeah. I mean, I think, I think because as I understand it, you went to Three Ways in Bath. So, say quite close. Three schools have come together that they're all amalgamations that take forward. Very happy to organise trips to kind of learn from those that have gone through things that went really well, things didn't go quite so well. And I think having, you know, that I'll feed that through, it's a conversation with Phil, Mike, Ros. So, what's going to work for you, to think how do we make the very best of this? Absolutely, we can organise that.

Staff

So, is your research Three Ways school?

David Paice

No, I came into this and captured a lot of the research that was done to suggest this route forward but also part of the proposal is listening to you. So.....

Staff

So, is there research about your model that we're...?

David Paice

It's not my model.

Staff

Who devised it then?

David Paice

On the back of listening to the requirements, we know we need places.

So, there's some drivers are around, we need places. Some drivers are around actually we want to have a real

Staff

Are we winging it then?

Judith Westcott

No, no, no. Please, please don't feel that way. So, we have a scrutiny group as well at the Council and they went and did some of the visits as well.

Staff

To Three Ways?

Judith Westcott

They went to Three Ways, they went up to Shropshire as well.

Staff

Can you tell me the school they went to in Shropshire?

Judith Westcott

I can't remember the name.

Staff

I would really like to know.

Judith Westcott

It's all in it's in the cabinet report. OK. So, you can read the cabinet report.

They were closer. Yeah.

They did slightly something slightly different. And I mean if we, if you go around the country, of course there are Multi Academy Trusts all over the country now, who are bringing together the senior leadership teams, in order to take forward the education. So, there are lots of different working models, but I think equally so, we've got to find our own understanding of what is going to work for us here. As you say every circumstance is unique.

You know however much you look at what other people have done, at the end of the day you have to say how do we build it here? And you know David and I've been having long conversations about how do you make it work? But at the end of the day, we are the support, to enabling you to do it.

Staff

I think the main thing that we don't feel is right, is that it's away from the community. And so, you know.

Judith Westcott

The school's staying open, so what's away from the community?

David Paice

This one stays open.

Staff

It's staying open? For how long?

Judith Westcott

You missed the earlier part of the conversation. The earlier part of the conversation, is that we're not closing this place.

Staff

Okay, so how long do they stay open for?

David Paice

As long as is required.

Staff

So, we do have to move some children onto the Rowdeford site? So, we're going to have that as the main site and this school and St Nic's and Exeter house.

Staff

Say, if there are less children, will that mean less money then? (inaudible... remark about state of building) falling to bits in places, it's a bit more than just a lick of paint that's needed to be honest. So, less children, less money or?

David Paice

No, you get, you get an operational budget but then people will look at the condition of sites from an operational perspective and ensure that we do the very best job we can, within a funding envelope.

It's purely that the, in this proposal, there's bricks and mortar as well that are required but then absolutely, we want to ensure that all of those three sites are great. That's for sure. The idea is to give fantastic education for all children and young people with special education needs and disabilities in northern Wiltshire. So, the desire, you have got three sites, we want all of the three sites to operate brilliantly.

How they operate and how they will be maintained will be a decision for the integrated leadership team to take forward with a budget that they have across three sites. It is one school on three sites and the head and the leadership team will be held to account to ensure that they are brilliant.

Staff

(Inaudible comment about 'transport') You could have a situation, where there is a child that lives around the corner from St Nic's, but perhaps this is the school that accepts her, I don't know. They would have to get on a bus.

Judith Westcott

They do now. Right, right now, kids go all over the place. And that's exactly what will continue by keeping three sites open. But of course, if we've got more universal service across the three, if that's the decision that is made by the senior leadership team and the governing body.

Staff

(another inaudible comment about transport and the Passenger Transport team at County Hall).

Judith Westcott

They provide the transport and for every child who has an EHCP it is assessed whether they need support with their transport in getting to school. But how we work that out and choose the choices that parents make going forward. It may be that parents in the future who live very close to Devizes might say, actually I'm really chuffed, I can now go to the Rowdeford site rather than come into Larkrise. And there will be other parents who live close here say I'm really glad that means I can stay here and go to Larkrise, but they may make other choices.

So, they may, I mean, conversations we had with the parents over at St. Nic's yesterday. They were talking about how they really like the fact that, under the one leadership, there were new opportunities for them to think about what, what decisions they made for their children.

Staff

When will we know about the staff restructuring, infrastructure? Because actually, that worries a lot of people. We're still going on, we're still trying to move forward with things.

Judith Westcott

So, if you follow David's timeline, what we know is that the earliest we could have a principal in place would be this, this time next year. And it may be that, in terms of writing all these job descriptions, the vision and all the rest of it, it takes a bit longer and it might take a bit longer in terms of getting somebody appointed. So that's the very earliest. When they're in place it will be their job then to work with the governing body to say, what does our senior leadership team look like? And we haven't put a timeline for further than that.

So, they might take six months doing that. They might take a year doing that and they might choose to have considerations about asking the heads in the schools. Could you keep going for a little while longer until we sorted that bit out. So those are decisions that need to be made once we've got the decisions made around the principal, the shadow governing body and the actual governing body in place. I guess though in terms of your peace of mind we don't want to hang around forever. There comes a point where it would be nice for you guys to say yeah, we've done that bit, now we're all moving forward, and we know what we're doing.

Phil Cook

Will the new school be in existence from January?

David Paice

No, from this time next year. You can't have a new school...

Helen Jones

At the earliest.

David Paice

At the earliest, this time next year.

Staff

So, I've heard a lot of it's teacher led, it's SLT led, it's teacher led, we support you, we support you, we support you but who at the Council takes accountability for, who has the expertise to say, that it's acceptable for a child to spend a major chunk of their time at school travelling by bus whereas it might not be every child and is selective and it may be decided that this particular child goes to Rowdeford. Why is that okay for that child to spend so much longer than others?

And why is it okay for children to be limited in their community experience by being in the middle nowhere?

Staff

And why, why is that a decision for SLT and teachers to decide which children?

David Paice

You know the children and the families the best. So, you would you speak with them all day, every day, and that's fantastic. So, we would look to you as experts, as the professionals with the most knowledge and understanding.

Staff

But every child has access to their local community...

Judith Westcott

Every child has a SENCO in the school, who has some role in looking at that, every child has a SEND lead worker identified with them.

They get an annual review. So, it's not a simple matter of your senior leadership team saying you, you and you. It has to be done in consultation with parent carers. It has to be done looking at their goals that have been identified within their EHCP. It needs to be looked at in terms of the curriculum that you can take forward here and in the other schools. So, it's not an easy decision in terms of somebody just saying, "oh well, you know, that'll make, that'll fit". It will take time to work through and that will have to be worked through in terms of the build as well.

So where are the timescale in which we can make those moves as well. But you're certainly not going to be able to do that from a position of just sitting here now. We have to work that through, year by year, term by term. So, the right decisions, at the right times, with the families, with the children, with yourselves, with your governing body etcetera. It's that... not quite...

Staff

My concern also is, is that if you have a significant chunk of parents who say "no I don't want my child to leave" you're still taking the decision out of the parent's hands, whether it's the school itself or it's a SEND lead worker. It's still not a parent's decision and it's still out of the community.

David Paice

The legislation is, gives, the primacy to the requirement from the parent's perspective. So, there's lots of protection, legal protection around the child and the parent carer. If they don't feel that that's appropriate and doesn't make reasonable adjustments for their child, then they can challenge that. That's their protection. But clearly, we want to support the child, we're not trying to be belligerent or difficult. But everybody here wants the very best for children and young people. So, we would be discussing that.

And when you create that plan, the parent carer and the child's voices is primary. You're wrapping services around their requirements and they have to be empowered to feel that they own that decision. We support that. You will be very much part of that plan. So, I am hoping that that is the case.

Staff

So, we could end up with still 100 children here, as nobody will want to leave.

Judith Westcott

Somebody has said they think that we might end up with 100 children here.

David Paice

Yes, that, well, if that was deemed appropriate and we hadn't got a really attractive vibrant facilities for those parent carers particularly over in the east, who might think, we've talked about transport, could go I only really want to be here and I'm happier, then that might be the case but that's not what parents and carers have told us. And last night, I was with a parent last night, who actually said I am having to travel, so for me it's good. I'm actually interested in, can you support, you don't have sixth form at Rowdeford but I'm interested in that. How are you going to support them and to facilitate something which is more local for me? So, we're listening to you.

You want locality based provision and therefore, for some, the locality of Rowde is going to be beneficial and therefore if what you've been saying is that's going to be a driver then one would imagine that a proportion of children that come here at the moment might be better suited to an opportunity that's put in place appropriately for them but in Rowde as opposed to in Trowbridge.

Staff

I think what I'm trying to say is, a lot of our children have access to the community, they walk to soft play, they walk to the parks, they walk to the shops, there isn't that facility in Rowde. So, they'd have to be then put on transport again, to go out for part of their curriculum, their community curriculum. Yes, swimming, horse riding, we've got, we are lucky in our environment what we've got now, and I think a lot of our parents wouldn't want our children to go to Rowde

where they haven't got those facilities. Yes, they'll have a lovely new building which is great. Absolutely and it's that community and curriculum that we really pride ourselves on here.

David Paice

And that is a key strength. So that is why the site is here. But the issue is there may well be more children and people who want to come here. It's impossible to put any more children here because particularly next year, everybody will stay, and you might get another eleven children come to reception and you go we have no 11 spaces, we're reaching the corridor now, we haven't got it that way. But we are aware that there's overcrowding here-we want to do something about that. So, we need to sensitively say to the more people who want to come here we have no space, but we will work to ensure that the same great magic you do here will be done on Rowdeford site. So please be assured parent carer that we will do our best for you to replicate what we do here, there. That's what we're looking for.

Judith Westcott

There are some really hard choices about how we're going to meet need immediately. So, David and I are reasonably comfortable when we look at 2023 and we've got 400 places at Rowdeford, about how you could work together to develop that. But, we are worried about next year. We are worried about how we will get to 2020, 2021, 2022 to be able to move that forward. And that's again why we wanted to bring you together because that's not something the local authority should figure out on their own. That's something we should be working with you to understand how we develop that which is why we then sort of said this decision about amalgamating schools was so important to enable to you to have that shared voice. So, I am aware...

David Paice

We're just short of time. You've got governors coming in. Could I just take this question and then could we, I'm very happy to come back, if you can find something before the end of September.

Very happy to come back but we will have to cut it short pretty quickly.

Staff

I just have one question, it's a comment really about the single school governing body and that's what I'm most concerned about at the moment. Because if we are all inputting into it but by next September there's only gonna be one staff governor from the three schools and that doesn't seem enough, it's a suggestion.

David Paice

Yeah totally. That is purely a suggestion.

Staff

Who decides then, if it's a suggestion

David Paice

You collectively...Yes...

Helen Jones

The shadow governing body.

Staff

Right. With three, with six staff governors

David Paice

Yeah but that's my suggestion. If you feel that is not appropriate. Absolutely. That's exactly why we want this information. I just put a suggestion there for discussion.

Staff

It doesn't seem enough input from us.

David Paice

Great, that's really helpful. Thank you. Thank you.

Judith Westcott

So, I'm standing at the back, but I'm going to say a huge thank you. Thank you so much for coming again and spending the time with us. You really have made a difference and you need to remember how much you have changed to how much you've developed thinking by constantly having this conversation with us. Thank you for coming and this is the web address and I'm sure Phil has circulated this as well. So, if you would like to put something forward to us as David said we're happy to come back again. But in the meantime, you can go onto this Web site and you can go to the online survey and put your thoughts together there.

Staff

Sorry, this is not a question... I think xxx's there doing the same thing as I am, you're talking about children here. It's not about buildings. You could talk about bricks and mortar. Build a bricks and mortar school in Larkrise which was going back to right to the beginning, is what we all discussed in the first ever meeting, we never wanted to lose Larkrise as a school, we didn't

want to lose St. Nicholas as a school. I don't know what Rowdeford wanted. They're obviously getting the best deal out of us all. But it's the children.

Staff

And it comes back to them. We are not doing what we are doing. Everybody is talking about what the future is going to bring. What about these children? It does not seem to be about the children. The children need their communities, build a school in their community... (inaudible) as we all said in the very beginning (inaudible) I don't think that you are listening to us, really.

Judith Westcott

Thank you

Staff

Sorry, it's from the heart.

Larkrise School – Governor session:

Judith Westcott

By taking the mic and being recorded, you were giving your consent in terms of GDPR, that this is information that you are OK about being sent on to the Schools' Adjudicator. Yeah. You all happy with that?

All

Yeah

Governor

Given that we know how short an hour is and the fact that we have (muffled) feedback already (muffled dialogue - Governors have brought prepared questions). I've got four sheets of paper in front of me. I can see you blanching already but the good news is quite a lot of these have already been answered over the sessions. So, what might be useful is if I just read out our understanding, where we are so far.

Helen Jones

Yes.

Governor

As a brief summary and if, if that's okay and we've got that, then we can kind of go on from there. Would that be OK?

Helen Jones

Yeah. Okay. Okay.

Governor

Right, okay. So, our understanding then of the proposal is that the immediate future sees the three schools-Larkrise, St Nicholas and Rowdeford retained on their current sites and under their current names i.e. no immediate change this year, right? Okay. But between now and 2021 the three schools will be amalgamated into one new school. Across the three, the current three sites.

Helen Jones

Yes.

Governor

But under a new leadership team. Yes?

Helen Jones

Yes.

Governor

That by 2023 the new build at Rowde is projected to be ready to open. But that current sites in Trowbridge and Chippenham will not be closed until further assessment and consultation has taken place to determine need at this point.

Helen Jones

Yes.

Governor

Should such consultation show a need for places in these towns, special needs education may be retained on one or more appropriate sites albeit this may not be the current site or sites. If consultation at this point does not show a need for special education in these locations, then the existing three schools will close, and the new school will become a single site school at Rowde.

David Paice

That might be one, not both at the same time. So, for instance, if in Chippenham, there isn't a business need at that time, that would close but in Trowbridge if there is a need, that stays open. It's not both.

Governor

Yes.

Judith Westcott

Basically, you'd be looking at the numbers and the demand. Then there is the children, where they're coming from. And we'd say, looking at it now, knowing what we know now which we didn't know in 2019, what decision do we want to make. So, it is giving us the benefit of three or four years to do pieces of work.

Governor

Absolutely.

Governor 2

Make adjustments by the year, so that you can meet the needs of the children within that area.

Governor

Basically, what it's doing is the process remains the same. But is it slowed down and taken over a longer period of time.

Judith Westcott

What we really wanted to do, what we recognised was that, the way we presented

David Paice

We have 3 sites.

Helen Jones

Sorry, can I just clarify. I think members made a fundamental shift in decision. So, I think that the fundamental shift in decision was the proposal was, as you know, was close, one site. Boom. I think that the argument was so strong, that six hours in Cabinet, you know, they went out, they came back, and I think they did take note into what was being said. I think what they didn't want to do, at that stage, was to make assumptions about the longevity of sites or indeed maybe, that if this building, for example, is not fit for purpose in three or four years whatever. The teachers were telling us quite passionately today this needs more than a lick of paint, then other decisions might be made. But the only decision, that they have made and the only fundamental thing in the proposal is, is that there is going to be one school three sites. What they have said is, when it's open, when parents see it, with the benefit of knowing what builds are going to be in Trowbridge and Chippenham, are these 7500 homes actually going to be built, as you know, but members are saying how do we know that is actually going to work?

Are we going to have increasing population? Well actually all that might do, is stem an even bigger increase in special schools, it may do no more counterbalance that. So, I do think they genuinely shifted where their thinking was. That they didn't want to say 'yes, we're going to keep these three sites open ad infinitum as they are'. And, you know, they said, 'we need to reconsider it' and I think the benefit of having it as a maintained school was again their way of saying 'hey look, we're not going to leave it to an academy to determine what it wants to do, by whatever it wants to do, we genuinely want to do the best'. You know I understand this cynicism, some of the parents are saying 'we don't trust Westminster, why should we trust them here!' You know, I understand that. I think they genuinely, genuinely, shifted, it was the parental voice that shifted them.

Judith Westcott

And that consultation, which was hard work, you know that, but it did move things and it enabled us to think more creatively. And what that shift has also done, it's enabled us to come together. So, through various different routes and parents come together, governors come together. And it's almost like the last bit is putting the senior leadership team together. And that means then, as we start thinking about, what we should be building, where we should be building, how many, we are now doing that together. So rather than having three sites competing against each other and having to do this, you know, is my place better than your place? Actually, now we're talking about how can we do that together?

Governor 2

But you're dead right, for instance, but the other thing which we determined at the beginning, (muffled) first consultation, we took it on board is that strategically we shouldn't be looking at past pupils we should be looking at wider (muffled) and that has opened our eyes immensely. We had, really, Trowbridge, Warminster in our catchment area, it's across the county (muffled) provision for all those kids that they get the best

Judith Westcott

The reality is that's where you're drawing kids from. I mean in reality that we wanted to. Whether we'd like it to not be in big rural county. We're always going to be having to think about distance. But if we got three sites to work with actually, it gives us more choices about how we meet that need. And I think, I think, I mean David started to speak with some of the heads and I think to them it's a real opportunity and it's when we didn't bring them together they were trying to do, so much other business, that it didn't become a priority. But what this has enabled us is that we are going to do it.

Judith Westcott

So, we are going to have to do changes. Because you don't do changes for the sake of it, do you? You kind of need something to motivate and make it.

Governor 2

But it seems to me that the good thing at this point, that we know for certain or two good things that we know for certain, is that the three schools, their futures are, at the moment, secured and the idea of three sites seems to be accepted. We've also managed to do that and hang on to the money for building.

Judith Westcott

Yeah.

Governor

If the Cabinet had said 'No, no, no we're not accepting your proposal, we're going back to three schools on three sites', you might have lost that money and that would have been a tragedy. So, that's a good thing.

Judith Westcott

I think, I'll say it carefully, that Wiltshire Council putting 32 million on the table is really unusual, it's really special and it's such an amazing opportunity, kind of thing. But we've got to make the most of that. We really do need to make the most of that.

Governor

The other good thing is, because it's going to be a maintained school, it means you keep hold of control over that happens not only with the medical but with the education plan, that's a really important thing.

Judith Westcott

If it became an academy, they could have brought in a whole new governing body as well....

Governor 2

But the other thing is, if it was an academy, you couldn't guarantee speech therapy, hydrotherapy. I'm not having a go at academies but it, it's a business and they are there to make money, it's as simple as that, if they cut speech therapy they will cut it, I'm sorry.

Helen Jones

I'm really sorry I wasn't at Cabinet, unfortunately (muffled talk about family). Judith and David were there but I was watching it. I was watching the live stream. And as soon as I got my father went to the hospital and I sat with (muffled), I'm going to watch this for the next four hours. But I do think, I do really think, that that's what won the argument. What you were articulating on that day.

Governor

It did feel very much like a whole town coming together because it wasn't just parents. There were local councillors there, parish councillors, all sorts of people there.

Helen Jones

Yeah, yeah, yeah, and, you know, Cabinet did listen. So, I don't think that this is the same proposal. Just delayed or phased. I know, I know. I do understand the healthy cynicism of some parents, that is, why should we be trusted-'Can't trust Westminster, can't trust this lot here'. All I

can say is I genuinely think that they were swayed by the power of the argument. So, the proposal is different. But you know we have to be clear that within the proposal they do say they want to, sometime after 2023, to look at demand, look at need and, you know, and to consult again. Now we've got quite a number of sites, are they in the right places etc? And I think, you know, I think you did really well...

Governor

Oh, thank you. I'm pleased to hear that. There's just a couple more things on this and then perhaps we can go to, to questions. So, during the academic year 2019 to 2020, that's this year, a shadow governing body will be formed. I understand that that will take place after Christmas.

David Paice

You need to start thinking about it now, as there's actually a lot to do.

Governor

I've a lot of questions about that!

David Paice

It's only subject to us getting the green light because this is not a done deal by any way at all. So, it's capturing the evidence base.

Helen Jones

It'll go through Cabinet first. So, whatever comes out the consultation, recommendations go to Cabinet. Cabinet will then send that proposal to the schools' adjudicator. And we hope to get it done, that day, the next day. However, if Cabinet change their recommendations, like they did before as this is not predetermined, it may take us a few days longer. I am David's pessimist to his optimism. David is hopeful that we could get a decision back from the schools' adjudicator after Christmas, January. And in which case the message we are getting is don't keep delaying it. Don't delay it, let's start doing the working together. So, David's suggestion, it's not part of the proposals, it is a suggestion, if we get the green light, then why don't we get the shadow governing body formed as soon as possible after that. A couple of things obviously, other than looking at the vision and the curriculum, which is really important, what you'll want to do is you'll want to appoint a single Principal as soon as possible. And so that would be a very important job of that governing body.

Governor 2

Because I see it wouldn't be able to work on the vision until you've got a principal or executive head and a Governing body.

David Paice

I would suggest, there are two ways of playing it. My suggestion is you don't wait because from a building perspective, you want a master plan that's actually going to realize the vision in a timely way. Because you said you want to reduce overcrowding in both schools here, in Larkrise and St Nicholas. So, that does mean so instead of 101 kids we would want something less than that next year or the year after. To get to a more appropriate number of students. A comfortable number, whatever that number may be. And that's for you to collectively decide about it. So, the numbers will come down, so the numbers need to go in as well as going out as well. So, you're kind of reducing numbers here, they'll move, we have space in Rowde. And we may get more space in Rowde if the inclusion work really is powerful, then some of the students are currently going that will not, they'll go into bases, they'll go into Enhanced Learning Provision, they'll be in mainstream education, if that works. We know that we have up to 400 places there. But to be negotiated, in a way that makes sense for the schools, the curriculum and the parent carers particularly.

Governor 3

(Muffled question about how numbers will be split across the 3 sites, Governor 1 interjects with a comment that they have more structured questions)

David Paice

There are 166 pupils there at the moment (at Rowdeford). We said 150 (to be refurbished) plus 250 new places. You've got up to 400 on one site and another hundred elsewhere (presuming 50 on each of the Larkrise and St Nicholas' sites) gives us capacity of 500.

Helen Jones

This is what we thought we might need, as a conservative estimate

David Paice

So, you think, well, that might work on three sites. Which is why I've been (saying) up to 400 and in a phased way so that you can go, we might only want 300 on that site, if the demand is significantly in Chippenham. Then it might be that you think we need either another school, which would be in addition to the existing site there, or you might go actually rather than redeveloping that site make sure that's great asking for a brand-new school and phase that and think of the phasing, it might even be a bigger school.

A thought is around the Abbeyfield site because that was identified as a key site is a bit too north to be appropriate at this time, but it might be, if that's where the demand is. So, we're just

giving us a bit of wriggle room. To phase it appropriately. Given parental demand 'what do I want', you just said 'where's my son going to go, not sure yet'. And that's important, parents absolutely want to know where and when is it appropriate and 'I need to be convinced of that'.

Governor

And particularly with parents of younger children who, you know, who are actually going to be the ones to be affected by these changes and of course, potential new parents. Because we don't want parents being put off from applying for places because they can't work out where they might end up.

David Paice

So, it's sort of having those conversations informally outside of the amalgamation which we're having to go through. But if this is not successful and we don't get the money, we have got to do something. So, we are having conversations. We've not got the money yet because it has to go back to cabinet

Helen Jones

It has to go back to cabinet....

Governor

Right. Okay. So, we were talking briefly about vision I can see, if you're going to appoint an executive head, it is difficult to know what you're looking for if you don't have a vision for the kind of school you're creating

Governor 2

It's where you're getting that vision from.

Judith Westcott

That's where your shadow governing body and your heads working together, hopefully that collective will start shaping your vision, in terms of where you want to go. And it may also then start telling you about. What skills do you need? What kind of skills, what kind of person you're looking for, what background you want? And it's done informally I think.

Helen Jones

But there's lots of things that one could do outside a formal governing body structure. So, it may be a discussion with the three heads. The three heads asked David to organise a joint governor's workshop across three schools. They may ask David to organise the parents across

the three schools. So not everything will be done in a formal governing body meeting. There are things that you, in discussion with the heads and with David, might want to plan outside.

Governor

So, a new executive head to be appointed by 2021 at the latest. But you're hoping to do that sooner.

Judith Westcott

You have to take into account things like, the earliest that they could possibly start is next September, this time next year. You'd have to work really fast, assuming you have a shadowing governing body starting in January, write up JDs, do interviews in April, and then they can't start until the term later. The first bit may take a bit longer and all that kind of stuff. That's why we said by 2021, so it gives you a bit of leeway. But I think, I think what we hear from most people is getting on with it is kind of the preference.

Governor

Yes. I'm getting a sense of the timetable. On the last thing is that children will move to the new site at Rowde, at the moment it says, when it is appropriate for them to do so. Now, is that a when it's appropriate, or if and when it's appropriate? Because there is a difference.

Helen Jones

If and when it's appropriate.

Governor

Because that's one of the things that parents are a little scared about, confused about.

Helen Jones

Yes, I think you're right, we heard that in the earlier session today.

Governor

Yes, we've already heard. Not through the doors!

Governor 3

It's gone on social media.

Judith Westcott

Even now, I think everybody's thinking is moving. So, we've got this far. I mean we wrote this (points to timeline document) within days after the cabinet, kind of thing and I think everyone's

thinking continues to move as we've developed. And we get the opportunity with the November cabinet to hone these proposals again, so that what we actually agree is, such a wording that we all feel comfortable. But equally so I don't think we can run away from the fact that, there will be another point where we have to do some decision making and we will have to look again, and we'll have to reflect.

Governor

The most difficult thing, especially for you guys, in all of this, having everybody keep up. Because at the end of the day you will have full time jobs doing this. Most other people, whether they're local councillors or parents or whatever are kind of dipping in and out, when they can. And so, there is, there is a kind of a pace on the front that's on a gallop and there's a tail desperately trying to catch up.

Helen Jones

And the parent who was particularly cross today, did say that he hadn't been to anything before. What we have offered, or David has offered, if that parent wanted to come here to meet separately, with his partner, and to talk through it. I don't know whether that made it on to social media. But that was an offer that we made. It wasn't appropriate to have some of the argument that was taking place, but David was more than happy to come back again.

Governor

Right. So, that's kind of our understanding of the nuts and bolts of the thing. We're okay with that. Right. Okay. So, what I've written down loads of questions here under a number of headings but, actually, quite a lot of them have already been answered. The first heading was to do with the closures or potential closures of the three schools. Okay. The first question was the public, what do we tell them?! Parents and the local media are very confused. Local media are miles behind to be honest.

Governor 3

Taxi driver was saying, will your child be coming to Rowdeford each day?

Governor

The grapevine may be faster than anything else but it's massively more inaccurate too...

Helen Jones

Our comms has suggested that we do some more, what we didn't want to do, is that we're always very cautious about during a consultation being seen as being proactively campaigning. And we have deliberately, in all stages of this, stood back. And probably that's meant we've had

less information out. Our comms have suggested we get something out there which again communicates to parents. I don't know the context here I think that's something that we can definitely look at.

Governor

Can I make just a suggestion on that as well? And I don't know, I don't know whether this is possible for you to do but I'll just throw it out there. This is quite a long project and it's going to go on for another, what four years, what about a regular newsletter that comes out? It could be produced, say, one term by one of the schools, the next term by a different school. It could be produced by different groups who are and who have an interest in this. One could be produced by all. One could be produced by education officers, one by local councillors. I don't know. But if think, if there was once a term, you know, a newsletter that came up, that schools could distribute, could go into local libraries, all the places that we have access to.

Helen Jones

Good idea.

Governor

I know that you have difficulties using social media. So, it's the next best thing really isn't it. You know I know the parents read stuff that comes home in their book bags, newsletters from school.

Helen Jones

We will take that suggestion.

Governor

Right. So, the three sites will stay in use until or if it is appropriate for children. I just wondered (audio loss) and who will be deciding what is appropriate?

David Paice

You as the governing body.

Governor

So, would it would be the shadow governing body?

Governor 3

It would depend on the individual child though.

Judith Westcott

Yes. Yes. Remember every child has an annual review. And there are lots of conversations now about how do you go from having ...inaudible...and how do you do that. And I don't think that's going to be an easy one size fits kind of programme. That would meet with lots of discussions and parents especially since a meeting with the parents today and the parents over in St. Nicholas. And they already thinking . Maybe I would like that if there were points in time in children's lives where people say, 'Oh, I don't know if I think that needs to be done child by child' but also the benefit of strategic engagement is, how many does it look like, what would be useful, and if we're thinking about how do we use the sites. You've got so many choices now about, you know, you talked about the two big primary and one being secondary. All of that is up for debate as you go forward. It is how you use the sites as one school. And then that will help you make choices about which children when. But I think the main message is to potential parents and parents now is your child is staying where they are and it's business as usual. And we will do background stuff.

Governor 3

(muffled) St Nic's parents and they have lost four teachers this year. massive uncertainty. It might be business as usual here, but it isn't at St Nic's.

Judith Westcott

I would have to say that, that's not unusual.

Helen Jones

Sometimes, professionally, teachers sometimes to make decisions around the OFSTED rating of their school and a whole ream of things.

Judith Westcott

Holding all the decisions till 2023, meant that staff were left in limbo.

Governor 3

The point about this proposal is that it will enable us to be much more certain about the messages that we give to you. Yeah, it actually now looks an exciting proposition for a new teacher.

All

(inaudible)

Governor

I was looking at this business of if there are (inaudible) across three sites. Then, there is the potential for staff to work on more than one site. I just wanted to ask, would measures be put in place? But I think I've already answered this. Presumably the shadow governing body would ensure that measures were put in place to ensure that permanent classes in one site didn't get affected by a teacher opting to (inaudible).

Judith Westcott

Ensuring that every site is brilliant, so every class is brilliant. But also, things like what we know that Rowdeford doesn't have post 16 yet and they will want to learn from you guys here about how to do that. So, there is the opportunity to say how can we work forward. But we were discussing with staff earlier, their terms and conditions are site specific at this point in time. So, that can't be changed without consultation. And it's only the new staff that you will be able to talk to immediately about potentially working across three sites. So, it's incremental.

Governor

Yes. Yeah. Okay. That's interesting. Right. Well the next thing moves into the new amalgamated school across the three sites. The first two I've already had answered. And the third one. The next one would have been, will new parents i.e. after if they're new after the amalgamation be able to choose which site their child attends?

Helen Jones

That will be the school to set its admissions policy, wont it?

Governor

Right. Okay.

Helen Jones

That will be, the admissions policy will need to be developed by the shadow governing body, the principal going into the...inaudible.

Governor

Okay, that's fine...inaudible.

Helen Jones

No, it'll be your admissions policy.

Judith Westcott

It's for you to decide.

Governor

Okay. Designation of SEND at each of these sites. Would it be all designations at all three sites or again is that...?

David Paice

The idea, in many respects, that this is for more complex care. So, some of those that come with MLD, one would hope it'll be more inclusive. Absolutely.

Judith Westcott

We're creating more resource base spaces at the moment. And the other thing that you'll be aware of, as you'll see on Phil's door, the SEND strategy is also up for renewal now. That completes this Christmas. And Helean Hughes, the Director of Education is starting a whole consultation about all the wider issues. So, you know, talking about how we improve inclusion and we are saying at the moment, increasing the number of resource base places we've got as well as special school places. And reviewing ELP, there's been a lot of conversation. ELP means enhanced learning provisions, which is meant to be the same as resource bases in secondary. But isn't quite. So, there's a review going on to encourage everyone to get involved in that bigger debate, so if you like, this is one jigsaw piece in that bigger picture. Which obviously will be a significantly big one. You're going to be a beacon within that. Actually, there's all the rest of the stuff going on around you.

Governor

The weight of things coming down, because the trajectory has been you've failed in mainstream, you go into resource base, you don't do so well there, so you end up in a special school. I mean I'd like to see it go the other way. You've done really well in a special school. So, you're promoted to resource base where there is appropriate staffing and learning for you, which means you might even get promoted up into the mainstream.

Judith Westcott

We really want to get back some of those kids who we're sending out of county at the moment and give them the opportunity to be educated back here.

Governor 3

They're out of county because there isn't any provision, some provision offer provision up to the age of 25. It doesn't exist in Wiltshire. To be honest, that's probably what I'll choose when my child is 18.

Governor

So, going back to the near future. At the moment as you say, we've got projections of 101 here (Larkrise). We're all conscious of what the school was actually built for. So, over the next two years, the significance of that, we'll physically run out of space. Will there be place made for the rising numbers?

David Paice

Yes, interestingly, I was with architects today to see the art of the possible. Could there be space. I've not had the opportunity to speak with Helen yet but it is feasible, we think, if we can go through the appropriate channels which they, kind of, go straight quickly, get a paper to Judith and take a paper to Helen and I go through the channels, but if we got that as an agreement, it is feasible I got the architects to look at the three classes of 28 on the ground floor of Rowdeford.

Governor 3

A class of 28? That's an awfully large class for a special school.

Helen Jones

I must admit, I'm with you there,

David Paice

Three classrooms with 8 in each, that's 24. Yes. The reason for that is across all Larkrise and St Nicholas, there were 18 children reception, so if that increased a bit to, say, 20. Which we comfortably inside classrooms, which you need more than two, but you'll be comfortable in three. So, is it feasible, where can we have three? We've looked at mobiles. Where could we put them? Actually, even on the Rowdeford site there are big constraints, badger set there and it's not straightforward. So, it's more straightforward, from a planning perspective, so the planning expert said, to see if we can do a refurbishment of the space in that main area. Nothing has been agreed but we are thinking it through.

Judith Westcott

It's an idea that David knocked around this morning. So, it's trying to find a way of not messing with the big plan. Because if we were to make good changes to the Rowdeford main building it would contribute to the big build going forward. I have to say we really would like to avoid having to do mobiles because it's expensive, it goes nowhere.

Governor

It'll be difficult to sell that to parents, won't it?

Judith Westcott

Then it would contribute to the whole build going forward. But, we know, that every time we talk about what's being achieved in 2023, we've also got to talk about September 2020, September 21. Because what we know for your group is, you've got only 2 possible leavers this time next year. But normally you get to a group coming in of between 10 and twelve. So, the equation just isn't working. And again, it's not dissimilar over at St Nic's

David Paice

So, I'm having conversations with the three heads. So we've got a meeting next Thursday, Wednesday, Thursday. We've already met once, I've had informal meetings in the summer. And then I've asked all heads 'could I speak to chairs and governors?' And I just haven't got round to giving you a ring. But Phil said 'yes' and going through Phil, to have a conversation, you're holding them to account. And at some stage you'll be 'yes', you get kind of, this is, what could we do? And they'll come back with some thoughts about this. So, I now know that I could if I get the money ready quickly, to do this initial bit of work.

This is some breathing space. That isn't taking away from the master planning so whatever the vision is, if it went to kind of it's two primaries and a secondary, we need to accommodate that sensitively over a period of time. But the build needs to be ready and appropriate for a cohort of kids that we can see and identify, individually and then have the conversation with their parents and carers, would this work if we did this? It is quite sophisticated and lots of talking to go okay we do that. That space comes on board, we'll run this curriculum. All of that is heading in the right direction but the heads, my conversation next with Phil, is not only are they thinking about the vision, they're thinking of it and we're going to ask you to do exactly the same thing as three heads just as you were mentioned. They are absolutely wanting to bring you together informally regardless of this. Because we have some practical things which we need to resolve anyway for the next few years, but we have this great opportunity too.

So, we sort of need to consider all options informally as well as formally going through this process.

Governor

I attended a couple of governor meetings at St Nic's, so I've met one of two of their Governors, but I couldn't say I know them. And if there is going to be a shadow governing body it'll probably be a good idea if we met each other.

David Paice

I totally agree. I only did it last week because things are even busier than usual. But I've already spoken to the chair of Governors who said yes, I would be up for it at Rowdeford. Now you're here, I'm going to ask you the same. That's exactly what we want you to do. Once the heads have met, they will come back with some views for your consideration. But it is purely your consideration to get the ball rolling. They will also, because I spoke to Mike previously and said 'look, if I were to get three classrooms in that space, what would you do with it?' So, he knows that's what he's got to think about. I'm going to say the same to Phil and Ros. If three spaces were available. These are the children that are currently there, what would we do? If, because it's all 'if's', I haven't got an agreement. I haven't asked you, we haven't been gone formally. So, it's all, if we did this what may be. And Helen would need to speak to Helean. And then both of them would feel, is it appropriate to do this or not? Go to Terence and if that's appropriate, we need to go to Cabinet.

Governor

If we have an idea of where your thinking is going, it means we don't waste time. If we're not on the same trajectory, it's never going to work because we haven't got the information.

David Paice

Yeah, I totally agree. I would recommend that we all get weekly updates as a working group. So, you are completely informed, the heads completely know. And then we have really down into a comfortable move together. So, when you get to the shadow, if and when you get to the shadowing body, let's hope it's January, you've done lots of the preparatory work. So, then you can feel quite comfortable about what is the admissions policy. We're pretty much there. You know so you wouldn't need the same admissions policy if it's going to be, if it's not an amalgamation but because you're working quite collectively together you might go we'll have a soft federation or hard federation, we're working collectively. What's the right way for us managing the way in which we're collaborating now? You've done a lot of work because that's where the wriggle room is, in terms of physical site, Rowdeford's there, and the fact that you're working well together means I think you can be very creative with that. So regardless, let's hope, from a financial perspective at least, the money's there and the amalgamation goes through. But even if it doesn't, we've got to be pretty creative to manage the demand that's coming through in the short term.

Inaudible

Governor

I'm sorry. I'm trying to pick out the ones that have.. Optimum number of places at each site? I'm guessing is SGB (Shadow Governing Body).

Judith Westcott

Yeah. You know, at some point you're going to have to have an awful lot of fun with this name. But I suspect that it's going to be quite controversial.

Governor

We've already got Larky-St-Rowde-Face!

All

(laughter)

Governor

Not to put that in! It's not a serious suggestion.

David Paice

Inaudible.

Governor

Children from the three schools to be involved, from designing the uniform, the logo, the name.

David Paice

I'm coming here to see your kids next week, I think it's Thursday. And doing the same with all the others. I totally agree this needs to be really embraced by the children and young people here. And parent carers.

Governor

Enough on the amalgamation. Going back to the resources in mainstream. My understanding is that labels such as SLD and MLD and so on are national descriptors.

Judith Westcott

They are, indeed.

Governor

So, there must be criteria, for what determines.

Judith Westcott

Not so much so.

Governor

Oh really. Well I was going to say, you know, my experience, a long time ago now because my son is 24 now but he was re-designated when it was pretty clear because he was excluded from mainstream school at 5. He was clearly at the wrong place. And he was re-designated as SLD. It was done with a stroke of a pen by the Ed Psych. Which was fine for us, but it did make me wonder, are there criteria?

Judith Westcott

Not so much so, I mean in real terms, we work closely with Virgin Care, our current Community Health provider and with our educational psychologists and indeed with Oxford Health. And normally through that process of diagnosis and assessment, that's how they arrived on a Joint Agency approach what they think is the right designation for a child. In real terms, the designation doesn't always mean that much in terms of the help and support, the ECHP is how that help is defined. But clearly, we have to use it when we call the school something. And when we send in the census, we have to put a (muffled) on it. So, it's more I would say, I may be simplifying it, it's almost an administrative process rather than it is necessarily something that is a working issue around for our children.

Governor

The reason I'm asking this, is because if we are going to try and get this sort of movement, from a specialist to a resource base, from resource base into mainstream, I would hate that to be stymied by some fixed national descriptor that says 'no, this child can't go'.

Judith Westcott

You will find, at the moment, all schools have more than one designation. And in fact, it's quite interesting if you go and have a look at your school's designation. I know when I spoke to, I think it was Springfield, they were surprised what was on their designation. Can't remember off hand after conversation with the head. And that, in real terms, actually expanding it and keeping it wide is really helpful to you. And it's certainly something that stays at the local level and it goes back to your admissions policy in terms of how you want to manage that.

Governor

That's good. Oh yes. The next question was about oversight and management of resource bases . So, where would that come from?

Judith Westcott

So, at the moment, back this time last year we were having conversations with the headteachers about this. And they very warmly wanted to think about how they could bring their

expertise over resource bases. In addition to that, we have, Helean Hughes who's creating the Inclusion Strategy. So, we have had a SEND strategy in the past but in the future, it will be called SEND & Inclusion. So, there'll be lots of work going on this in the coming three or four months, trying to look at how we build that. So, I think in terms of new resource bases, which a number are coming online, we have explicitly said to all schools that have been putting forward expressions of interest, that you will be working closely with a Special School.

And one of the things that will be there to explore because we've always talked about the new provision in much more outreach focus, would be to ensure that actually we're creating a sort of hub and spoke models of connectivity. And when we would talk about the sort of locality base, in the sense there are three special schools around here but actually there are then 14 resource bases. And it's ensuring that every child can make choices and parents can make choices around I might want to be in a resource base for a while and then I might want to spend time in special school. I might then want to go back to a resource base having had a period in which I've had more intense support. So, we can get that more creative. But the management at the moment, I wouldn't say it was up for debate, I would say it's a continuing story. What we don't want to do is rush too much. So, taking into account all the good you guys are doing here, I don't want then to throw at you and say, 'Oh can you manage 40 resource bases as well' but equally so, you may want to do it bit by bit. As and when you feel ready.

Governor

It's really more of a question about that fluidity of movement. Because my experience as a parent and as a governor of a special school, of resource bases is very different to my experience of resource bases as a secondary school mainstream teacher.

Judith Westcott

Absolutely.

Governor

In terms of how they are the viewed and who is responsible for deciding who goes there, two very, very different pictures.

Judith Westcott

But the other thing that Helean has been doing, Helean has been creating these regional approaches to how she's doing school's support. So, I think that would really help her then to have conversations with Chippenham, about what support is available and she's very much talking about this idea of 'the community of children'. There's much more understanding about

how folk can work together, and again we're a kind of beacon of activity happening here, talking about being connected but it's a story that's going throughout the development.

Governor

Shadowing body. When will this be formed? One of the things that kind of, is scaring me a bit, is it will have a structure, our governing body here, we have parent governors, we have teacher representatives.

Judith Westcott

You might like the slide that David has prepared. It gives some suggestions. As you're probably aware, there's a governing group in County Hall, whose job is to support governing bodies, develop, train and become, and this is the advice, the conversations that David has had. I don't know if you can see that. This is our starter for ten.

David Paice

Okay. I'll show you where it is. It says Shadow Governing Body. Right. This is purely a suggestion. But so, it gives you an idea of a structure.

Governor

My worry about it was, that this is like an opportunity to produce something really important in Wiltshire and I was a bit worried that if it was all going to a handful of parent governors who could only do a bit of time when they could, that wouldn't be good enough. Now, I was going to ask, will there be local authority representation because we will need to have an ear into County Hall.

David Paice

Totally.

All

(Multiple voices discussing the role of co-opted governors and pulling support from various sources as needed)

David Paice

No what that means is for the full governing body, you are one of those, either co-opted in or you're a parent governor, a staff governor or you're the Head or local authority. Then you co-opt whoever you so wish. You have to turn up regularly for the governor meetings if it's a specific focus, that's important for you at a specific time.

Governor 2

I see where you're coming from.

David Paice

Exactly that.

(Muffled talk about length of term being only one year)

Judith Westcott

It's purely a starter for ten on the basis that when you end your first year, you might change your mind, you might say actually we need a different set of folk and you might have folk who say, you know, it's been really hard work this change and I'd like to step down at this point.

David Paice

Yes, there are elements of that. All I did in that regard is, if you've said I'm going to do it for four and then you change your mind, you feel you might let people down. If you've done it for one, one is actually the only thing you've done, I know it's meant to be four, it's easier to back off gracefully, no offence and equally if you've got someone who says, you said it was four but to be fair, I don't think you're quite right person. And then the new head's going to come in and they might have to inherit some of the people, you kind of go well, it's only a year we can live with it. It's a bit of flexibility in the first instance until you've got your feet. Here's what I suggest. But then in the shadow governing body, you only going to go for a year because we think it's going to be, you can extend, but even if we don't get somebody for April, it's going to be May, they would only be able to start in January. So, it might only be eight months, January to September. It might have to go for a full year. So, start for a year and you can make it a bit smaller or longer.

Governor

This is an unusual situation and there are inevitably over the next three or four years there are probably quite a lot of staff changes across all three of the schools, as the numbers change. As, you know, the future possibilities change and so on. And, you know, there may be new people recruited, more desperate to be part of this.

Governor 2

Can I take it, it might be one of your questions, I take it the shadow governing body (muffled)

David Paice

Yes, absolutely, you have to do school stuff. You need to hold the team to account, you are the governors of this, so that still happens.

Judith Westcott

You could decide to elect people onto a shadowing body or you could just say, could you do it? So, you've got choices how you get people onto that. But there is an expectation of some degree.

Helen Jones

And the individual school's governing bodies are in place until the point of amalgamation. Which is when you go into the full governing body.

Judith Westcott

And you're going to have to work out, in terms of referencing for the Shadow Governing Body, how much decision making, authority you want to give them during the time that they're there. So, that you may want to say something like, we're going to allow you to start doing this as well. Whereas, for other things you might want to say, for example, we'll keep that. So, you've got choices because you can negotiate that between the two bodies.

Governor 2

So, we've still got the scheme of delegation we can look at?

Helen Jones

Absolutely, yeah, yeah, yeah.

Governor

I did just wonder, the changes that are taking place in the north of the county at the moment, I'm aware that there have been and continue to be similar changes in the south.

Judith Westcott

Yeah.

Governor

Would there be an expectation, apart from the local authority, on the new head, of the new amalgamated school to work with the project that's going on in the south of the county too?

Judith Westcott

I think we would be very clear that it's all about working together. So, if I go back to Helean's strategy, it's everything about, we believe across the board, "together is stronger". But, in terms of practicalities, the new school in south is ASD/SEMH, so, we're not expecting automatically that there will be synergies but we do expect them to be having conversations and we're hoping to build that over time. But we also have to bear in mind, our new school in the south is an Academy. So, it's a slightly different relationship. It's a Free School Academy. So, it's slightly different and interestingly Exeter House is an academy. And the benefit we, kind of, get at the moment is, we get a bit of everything. And one of the things that we made quite a strong case to the secretary of state in choosing a maintained school, was to say we thought it was right to keep that mix because it gave a dynamic in terms of how to go to build our provision.

All

(Brief muffled talk)

Governor

So how many places, in total, will there be at the Rowde site, once the new school is fully open?

David Paice

Up to 400, up to.

Governor

How many additional places will be built at Rowde between now and 2023?

David Paice

They've already got 166 kids there, right now. The maximum you can get to is 400 and that's the maximum. Other configurations but up to 400 in total. Four hundred less the 166.

Governor

How many remodelled places?

David Paice

Roughly, a hundred and fifty. Those are the kids that are already there. That's got to be remodelled. And we're going to build additional capacity.

Governor

And I'll finish with this one. Has anyone given any thought to how each of the individual schools' history will be preserved and recorded? In a way that is this (muffled) for children with SEND as they transition from their old school into their new one?

Judith Westcott
That's really important

Helen Jones
Yeah, yeah, good point.

Governor
I just think, you know, as you go forward, with presentations and things like that, it might be something to get the schools to start thinking about. Because, I mean, we've got here, for example, a stained-glass window, which has in it the names of all the children who've passed away during their time here. Now for their parents, and their families and all who were at the school here with them, that's an important part of this school's history. I'm not suggesting we take stained glass window with us but...

Judith Westcott
The whole archiving, the story and the history.

Helen Jones
There's no need to take the stained-glass window, because it can stay here. No, but you have a point about history and legacy.

Governor
Because, it will be a new school.

Judith Westcott
And it's important that people, we've called the school 'X' but actually that bit used to be... And that's really important, that story, that history.

Governor
Okay. I think that's about it.

Helen Jones
If you've got any more, you can send them in via email.

Governor
It was just the one, about, well transport. The only thing about transport is that, presumably there'd be an equality impact assessment.

Helen Jones

Yeah. Yeah.

Governor

The last question was about equality across the three sites when it comes to external health services, like therapies, hearing and sight and so on. If Virgin Care are on site but they are on site at Rowde, how will that not disadvantage children who are at Trowbridge and Chippenham?

Helen Jones

That unfortunately, was one of the things that would have been an argument for one site. You have one base and clearly that is not going to happen under these plans. We're not going to have just one site in which Virgin Care or CAMHS staff are located.

(muffled talk)

Judith Westcott

They are across the county at the moment. We're really talking about finance. They are paying for offices, it's not one of our things that comes high on our list. So, actually to be able to provide spaces where they can be doing therapies and all the rest of it and they were very open to change, very open to talking about basing a paediatrician more locally to us. Because, I know, what a lot of parents have said when we were talking to them up in Chippenham, was it's a whole day out going to a paediatrician appointment. And if we can get that local to the school, at least for those parents it's a step forward. Stretching that budget and stretching their resources is a constant conversation.

Governor

It's just knowing what to say when parents say 'well, we want to know, we want to make a decision about where my child should go, they have epileptic seizures several times a day'.

Helen Jones

There may be some merits in the discussion we're having as to whether they have a base at Rowdeford, but they wouldn't be able to be only based in Rowdeford. They would have to come to the other sites.

Governor

It's just a question, do you bring the paediatrician to the school or you put a child in a taxi?

Helen Jones

We've not had that thinking under this new proposal, without having gone...

Governor 2

That's the detail isn't it?

Helen Jones

Yes, and the devil is in the detail!

Judith Westcott

One of the premises was that we wanted to improve and develop the health care. But as you say, that was always going to be the case. That will be part of our ongoing thinking about how do we keep the health care in the right place?

Governor

Judith, David, Helen, thank you so much for your time. We've probably got through more in this session than we've ever had before. And it's a good example really of how cooperation works better than shouting.

Governor 2

We'll pass it on to our parents.

Governor

They are tiger mothers and fathers, they really are, you know, they are in all schools aren't there?

Helen Jones

Yes. Absolutely, but I think there is some, for whom, they've only just started this conversation. As, I said, David has offered to come back and talk to those individuals, in small groups of people, who are just starting that. So, I just want you the Governors to know.

Governor

I think the thing I'm getting on the old social media is that everybody really welcomes that. That in a less formal arena than a presentation, they would really welcome having some time with you just to probably to ask many of the questions that we've asked here tonight.

David Paice

Yes, I'd be delighted. This is a really positive way forward from my perspective, but to sit down and, if there are misunderstandings, and there genuinely were, one guy in particular was really cross, understandably because his perception which is real was not reality though.

Governor

We've just gone through a very complicated learning experience.

Judith Westcott

But, you know, every time a new person comes in, that's a real benefit because the more people who are involved and get what's going on, the more we're actually moving forward. It's hard, but it's worth it.

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SPECIAL SCHOOLS PROPOSALS (19 November 2019)

APPENDIX 3(c):

FACE-TO-FACE MEETINGS AT ST NICHOLAS SCHOOL – 18 September 2019

Meetings led by: Judith Westcott, Interim head of Children’s Commissioning and Joint Planning
David Paice, Interim head of Special Schools Transformation

Sessions were digitally recorded and then transcribed. Please note that some dialogue did not always come across clearly, where this has been the case this has been identified or a sense of the dialogue included. The original audio recordings can be drawn upon for clarity if needed.

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St Nicholas School – Parent session at 2:30pm

David Paice

I'll start now, and I'll explain what these sessions are for in the first instance-because this exercise is to get your opinions, rather than us transcribe everything, the session is being recorded. So, in order that we don't miss what you want to say, I'm going to come to you and if you have something to say, say it into this microphone. I'll turn it on.

We'll just double check (that the microphone is working).

[David explained that using the recording device might be a little clumsy but should work.]

And the key is this: if you do say something you're giving us consent to be able to use that as part of the evidence base we have to take to the schools' adjudicator.

And we don't want to say anything here that would identify your sons, daughters or whoever it may be. If something is said that identifies a child, we'll make sure it's not put forward in the transcript. But preferably names should not be mentioned.

We are not expecting any fire alarms or anything, if we do hear the alarm the exit is just through that door and the alarm would be therefore be for real.

I'm going to run through things that you will already have heard about and seen about before (from the previous consultation work). So hopefully you will have seen this timeline of what is proposed which is an amalgamation of previous documents and the schedule of stuff that's going to happen. If you don't have a schedule in front of you there's plenty more of those. If you want to take one, you're very welcome.

[David was now speaking, referring to the documentation.]

What I'm going to do today is just give you a little bit more detail around what that might mean. I want you to have plenty of chance to say whatever you feel is appropriate, so as I go through, please feel free to interrupt me to contribute because we absolutely want to capture what you have to say.

So, I'm going to ask you some questions as well to kind of prompt us capturing what you feel about the proposal. I'll explain some legislative bits of why we're here. We'll then be looking at what do you feel about the actual proposal itself? There are two sets of documentation [David shows the documentation on the slides].

The one here is referring to opening and closing maintained schools. That's what we're following at this stage of the process. There is a proposal to close the three schools by name but not by site.

All three sites stay open, so we haven't got to follow a closure process because it's an amalgamation. This document explains that bit. There's also a proposal that once people understand the demand for places better we will come back and consult again on exactly how many sites we need in the future.

So, do we need more than three sites? Is it four sites? Is it five sites? Is it two sites? Is it one site? We are absolutely committed to going back out to consultation again. And the proposal is that by this stage there'll be an amalgamation and a governing body across the three sites. That governing body will take those decisions as to what's appropriate to do with the three existing sites. This proposal is an absolute commitment to three sites staying open. It's just that we're not a hundred percent certain because some of the bids haven't gone through positively yet. So, there is high demand for housing in Chippenham. There might be even higher demand if we're successful with one of the very large bids is going through currently. That's the reason we can't be 100 percent certain about the number of children needing places in the future and how many sites will be needed in the coming years.

[Looking at the slides] we will cover other things around governance:

- The schools that you've got at the moment

- The single school

So that's the process that we're following as per the guidance documents that we'll be circulating after today. You will get all of these slides.

The process for an amalgamation of schools - that's detailed in this document [pointing to the slides]. We're just following through that process of how you go about an amalgamation. Part of the amalgamation process is that the Local Authority are the 'Proposer'. The proposal is for the amalgamation to be a local authority-maintained school (not an academy) and so in accordance with the guidelines, the decision goes to somebody independent of us and that is the Schools' Adjudicator, and they are completely independent.

So even if we all think this proposal is a great idea it still might not happen. First, it has to go to the Cabinet to be endorsed - and they will check that the local authority has listened to the different views during this consultation. Then it would have to be approved by the Schools' Adjudicator.

Parent

This is just a quick question to ask - when does that final decision go to Cabinet?

David Paice

November the 19th - it is a full Cabinet. You're very welcome to attend it and it will be streamed online just like the last one.

Parent

Thank you.

David Paice

Thanks very much. So that's the process that we will follow. We should then hear back after the November 19th Cabinet meeting. It would likely be about six weeks after the Cabinet meeting that we would get confirmation of the decision – so around Christmas.

So, it is important we capture your thoughts on the proposal. We need to “represent” your views, supportive or otherwise, accurately to the Schools' Adjudicator. This is part of a four-week representation period that ends at the end of September.

The proposal talks about the plan to bring Larkrise, St. Nic's and Rowdeford together under a single unified leadership team. It is intended that this would help share best practice from all of the sites. There's a commitment to 32 million pounds for capital build on the Rowdeford site. There's not the space available to expand on the St Nicholas or Larkrise sites so there's a commitment to expand on Rowdeford site. Then, as I mentioned, when we see what's happened in terms of house building, and we get a sense of where the population growth will be, further decisions can be made about the future of the different sites.

Then we'll go back out and consult again as we need more spaces.

Could I ask what your thoughts are on that?

Any thoughts?

Okay. No, that's great.

Parent

My son comes from the other side of Devizes. I'm maybe not as opposed to the proposal as some people because I'm not local. I can completely see other people's view. I'm not sure. I don't know. Part of me thinks it sounds amazing. Part of me thinks I love this school, I love the locality, but I love the fact it's in Chippenham. But if I was from Devizes though maybe I would prefer the Rowdeford location. So, I have a son, he is much older. He's in year 10. So, for him, he might be here the whole time as the New School might not be ready in time for him. So, I'm really here to listen to the proposal.

So, I'm um, I'm not sure, I'm here.

Parent

Tell us more about it. But I would like to put my opinion forward by the end.

David Paice

Thank you. Thank you.

Parent

I think. Just to lead on from that. I think my initial thought is that it's great that there're going to be three sites to give parents choice. And I think like you having a bit more time I think to reflect in the future you know possibly. I don't know a school in Rowde might be appropriate for my son, I'm not sure. Yeah it just depends. But I think it's great to have that choice. Thank you.

Parent

I'm not opposed to the one body management being in charge of all three schools. I think a lot can be gained from that. I don't like the way you say that. When you review that it's not set in stone that you will keep three sites open, it just sounds too vague and woolly because it just leaves you open. Go out now and shut it. And I just think what you are saying. Like I've said all along, the big shiny new school would be amazing. [but] It is in the middle of nowhere.

Parent

People who live in Devizes will be fine. Not me. That's the wrong way. I'm not. But we are in the heart of Chippenham and the children are out all the time in the

Parent

That's why when we say keep local. You know, schools local. This is a massive community around St. Nicholas. It's just I won't be in a massive school over there, is it's just going to be... There's no way, especially our children who are more physically impaired are going to be able to. They think they're going to have to wait for a mini bus to go into Devizes. Devizes won't be that community. I've said it all along. There's no way wheelchairs can access round Rowde itself. There're just not, it's dangerous. There's no path, that you know – there's nowhere in the village that they can access because nowhere is accessible. Even the church is very small - not accessible, whereas the whole school walk down to the church.

Parent

Yeah. And we're all in there together. All the children are in there from the whole school. All the parents, it's a massive gathering and it's amazing.

Parent

It's in the heart of Chippenham and it's just a small snippet of what a it problem is not having a St. Nicholas in Chippenham.

Parent

My concern is that as I'm not a driver, I live in Calne and for me to get to Rowdeford if [child] has meetings or is sick. I have to go all the way to Swindon and back to get to Rowdeford . You know it's not doable. It will lose the parent's involvement with the child at school. We won't be able to come to meetings. There's not me walking into town. The activities in the local park we have in the summer. It's just all going to be lost.

David Paice

Having listened to the argument, the proposal now is absolutely that all 3 sites stay open. You made that very clear as part of the pre-publication consultation. You didn't want to go to one site at Rowdeford school.

Parent

How do we know which children are going to be going into which site?

Parent

We've got a lot of questions and as part of Wiltshire SEND Action Group, I've got a list to give to you hopefully.

David Paice

Thank you very much.

Parent

Though probably not today in total, but yeah there's a lot of questions and concerns about how it will be run. What choices for staff will there be. But I think initially it's great that there's going to be more spaces because we need them.

Parent

But I think also this kind of woolly thing about at a later date to consult. I understand you need to give yourselves breathing room to see how things lie when the dust settles, but I think as families we need to know where we stand. So just thinking about it today. I've been driving back and forth. I'm in Calne because my son's on a reduced timetable at St Nic's. And I'm doing 4 school runs today. It's exhausting and I had to take step back from my career to do that.

Parent

And I just think well we can move to Chippenham, but then what if in three or four years' time we consult again and then you decide to consolidate everything to one school and that I'm going to uproot my entire family. I mean my daughter is an emotional wreck at the moment in a mainstream school because of all this to-ing and fro-ing. So yeah, I think we need to know where we stand. And also, as thinking today, you have to keep in mind that a lot of our homes have been adapted to accommodate our children and at a cost to the NHS.

Parent

I mean I know you've had other work done recently. I've had work done. So, to have to reinvest that money every time we move to adapt our children to live there, that's gonna be an extra cost on the NHS as well. I think we need to think about those things as well.

David Paice

Yeah, I'll come on to how you will be empowered in those decisions when we look through the governance. If the amalgamation goes ahead there will be a single governing body. I'll explain how you are empowered as parent carers to make those decisions on behalf of your children and young people. So, I totally get it. And I think there are mechanisms to give you some confidence about your control of the process because that is the governance piece.

I'll explain the suggestion. It's not set in stone in any way but a suggestion to move that forward. And I'm also confident because the three heads, parallel to this process, recognise the challenges that we have; whether it's an amalgamation or not. Next year, the year after and the year after that, what's going to happen is something they are working on now. They are looking

quite diligently at various scenarios and plans to address those things aside from the issue of the amalgamation.

We have tried to capture the key things you have raised in the proposal and really welcome a sense from you about what are the most important. What are the key drivers for you in this proposal?

So, on the timeline it was absolutely clear that we need new school places in the North of Wiltshire. There's a hundred new places being proposed. We also recognise that some schools are overcrowded, in particular here [St. Nic's]. We also appreciate the potential for building on the large site in Rowdeford. We talk about bringing the unified leadership team together, echoing your comments about something that could work. And I think it could have a synergy of bringing people's expertise together. That was a key piece. But it's about being outward facing doing more of the stuff that you do here with other local schools particularly those like Hardenheuish and so forth. There are plans to have more of those types of "bases" across Wiltshire. This is why there is investment going into professional development of staff not just here but across the bases in primary. There are changes afoot in regard to ELP, for a secondary support model and professional development across all schools. It's very much about becoming more inclusive everywhere. This is in addition to enhancing provision here. There is a big focus on increasing health and care provision on site in the new build, working more closely with Resource Bases both in primary but also in secondary.

So that's kind of stepping into the work that you're doing with schools and mainstream and then there's an investment in post 16. So, you already have Poplar college here and the work you're doing in terms of transition and preparation for independent living with a bungalow nearby. More of that is part of the enhancement because there is a commitment in the new build to go all through to post 16 too. And so, would you just mind giving me a sense of what you think is the most important?

Parent

From my point of view, I'm interested in post 16. And you're saying you're intending to have it at the new site. Or is it going to stay here? I think also, what sets people in a panic is we're talking 2021, so soon, and this is like we only sort of finding out about it last year. So back on again I think I might call it, you know what's gonna happen to [child] in post 16 and it's quite woolly.

David Paice

Don't really know anything about that.

Parent

So that's my concern.

David Paice

That's helpful. Thank you.

Parent

I just wanted to pick up on something you said about the health and care support in schools because obviously we lost our school nurse, well nearly three years ago. Our nurse has never been replaced. So, say we had someone who was going to be floating in the community and never really kept on. So, what my issue is, is not specifically to do with those is the fact that um... you're saying that keeping these sites, all sites open, and you're gonna put all lovely health care, health support in this, in the new super school. What about here? You know it's like you're going to try and make that one all lovely and special so that, well I oh well they've got that over there all- Oh please have your child come over here then. Well no. We want our child in our community. Thanks very much. But we want those things. You know you've taken away our school nurse who is absolutely invaluable and was also a key.

What's the word? You know she did toileting clinics and a key connection to community health. You know from our doctors and things like that. You've taken her away and you're gonna put some stuff in the new school. Why? Why can't we have it? I don't understand.

David Paice

I think having their own dedicated area is part of the feasibility proposal.

Parent

But we've got a dedicated area here as well.

We've got an office here. That's where our school nurse used to work. Which is still there. Which is where all the meds get locked away and things like that. So we do have a dedicated space here.

Parent

Yes.

[For the record, Judith Westcott arrives at the meeting.]

Judith Westcott

What you'll be aware of is that this particular project, which is about the capital build and what we're doing in terms of creating new places, is separate from what you will also have seen from Wiltshire Parent Carer Council which is the SEND strategy which is being consulted on. So, the provision of the nursing care is not part of this plan as such. Although every school gets resourced so it's part of the wider SEND strategy. Talking about what do we want from where. So, we have a £12 million contract with Virgin care who provide all our community nursing and when we talk about whatever we do with the schools here, we will be talking about how we ensure that the right nursing support is available to the right kids in the right places.

So, the decision about how many nurses are here or how many nurses are at the new provision is something that we need to think about. So, the Virgin care contract is a five year contract and so we get an option to talk about renewing that contract and that will go into our consultations as well and we will want to have conversations with them as the provider to say well why we thought you were meant to be providing that. You know that's the part of the provision that is made available and that's where we'll have that conversation.

Parent

You say we're in the middle of a five year.

Judith Westcott

We are indeed.

Parent

So, if it is deemed that there should be nursing provision in that school, presumably then that nursing provision will be shared. Round three sites?

Judith Westcott

So, when we talk about nursing provision we base it on the children, not on the schools, so we don't say St. Nicholas has X number of hours. The way it's worked is each of your children are given support based on what their needs are at any individual time. What we then do, is when we go to a place like this, is we say, well, there are lots of children who are needing lots of hours so there comes a point where you say well what would be really helpful is if they were based here and it will be really helpful if it was the same nurse that we saw every time they came here and that's where we get the economies of scale, not least to say because our nurses spend quite a bit of time driving around the county getting to all the schools, and how we stretch the budget that we have available to go to those different places. So that will be an assessment which comes right at the bottom from your EHC piece.

So, for every child we will be looking at what it says in those EHCPs and we continue to do that in terms of then saying how do we ensure that that provision is available to the children in the right place at the right time.

Parent

So is this an ongoing thing not just something that will be looked at with this proposal. Is that something?

Judith Westcott

Yes. So, the SEND strategy, five years ago when I started at the council, I had to write the first SEND strategy and that's coming to an end this Christmas. So now we're going into a period where we're starting to think about, well, what do we want next? Did we get what we wanted out of the first strategy? Did we do the things that we said we should do? What do we want to change? What do we want to do different, what's kind of slipped over that time? And if you like this particular proposal which is about bringing the schools together and creating new places. The strategy was actually set five years ago.

So that process was set five years ago, and the underlying knowledge base was revisited as part of this proposal. We knew that the number of children with an EHCP was going to grow over that time.

David Paice

I am conscious that we only have 15 minutes, so I'll focus on the governance in particular.

So, for absolute clarity, the proposal is an amalgamation which means one school. So, in name the three close and a new one opens. There is commitment to the three sites. St Nic's will stay open as it is at the moment, although probably with a different name, but that's for your governing body, the shadow governing body and then the formal governing body to decide. But there is an absolute commitment and we completely heard about the need for continuity of provision in the localities.

There is a commitment for up to 400 places but what we might find is, looking at the demand for places, that we might not want to go to 400. It might be, well let's think about it. So, the proposal is for a modular design so that you can think about carefully, in light of the demand and in light of what requirements are coming through from your children, what do we need? Why do we need it? And do we need more? So, I mentioned, particularly here in Chippenham, that there is

an appreciation that actually growth could be quite significant and therefore we might need even more places here in this locality.

We then get in to what. How is this likely to pan out then? So, on the timeline I'm just going to talk you through some of the key dates. [looking at the slides] So on this slide it's kind of how is this going to affect the school? And it's business as usual, which is the key word to pick up. And although I've kind of gone from here 'til Christmas because we have no agreement from the independent Schools' Adjudicator to do any of the amalgamation, it's a proposal. But actually, the business as usual carries on. It's just we have no green light. Hopefully we will do. I suggest that from Christmas to Easter the importance of the shadow governing body will be significant to you here, because each school will have representation, equitable representation, on the shadow governing body. One hopes that by April, the suggestion is it could happen that by April, we will have got a Principal to bind this together. It's a single unified leadership team with a single Principal and she or he would be appointed in April. So, they appoint them, but they wouldn't be able to start, even if you appoint in April, until September.

So, in essence the first academic year of the new amalgamated school would be this time next year. We said that it would be by 2021. The reason for that is you might not appoint, you know across the three schools, you might find that the candidates are not the candidates that you feel can realise your vision.

Parent

Would you then re-advertise?

David Paice

Absolutely. Yeah.

Parent

In terms of appointing someone - like the interview process and short listing - will the shadow governing body be part of that?

David Paice

Absolutely. They're pivotal. It's their decision. So, it's not the local authority's decision, it's our proposal. But once the proposals is accepted, the shadow governing body take responsibility for moving things forward.

So, the three sets of governors need to come together because it's your collective appointment. Because it's your Principal that you want. Your amalgamated school is across the three sites.

So that means actually we need to do quite a lot of work considering this. And what happens if not. What do we do for this time next year, and the next year? So, there is as you know an informal stream of work which is happening at the moment to consider all possibilities. Just so you know we're not left in the lurch in any way should particularly, either we don't get a green light, or we get a green light and then don't get the Principal in time.

We still want to make sure that there is absolute continuity of provision and that your children continue to get a great education regardless of whether or not we get an amalgamation. That commitment to continuity of great education is key.

Parent

You just take some continuity and great education. What are you doing at the moment to ensure that the current staff in three schools' feelings are appreciated? That they are okay in their jobs because we have lost a number of brilliant teachers and TAs over the summer holidays. Well at the end of last year. What are you doing to actually? Because they're invaluable.

David Paice

Yeah, all right.

Parent

You know, and they're jumping ship because they're worried about that, about their job and that having done a survey, they know that they can't travel over there.

Parent

We did an extensive survey in St. Nicholas and it was for staff as well. So, what are you doing in this? You know it's all very well talking to us. What are you doing to give some security to the staff members?

David Paice

We are meeting staff next, in seven minutes, to give them absolute assurance about the proposal. The reason that you've asked for it to be a local authority maintained school, which is just not the presumption in the system at the moment. The presumption is that it's an academy. But because you made it absolutely clear that the staff are pivotal to this; that was one of the reasons, a significant reason, as to why we went for a local authority-maintained school, because actually then there are no TUPE implications. The job contract is exactly the same and for the vast majority of people it's the same jobs.

You're not even looking at doing a slightly different role. It's exactly that, a commitment to the staff that work with your children and young people that is why we asked could it be a maintained school. Because we listened absolutely to that and we've now listened to the fact that you're committed to the localities. You should retain the staff who work in the localities. I've got that commitment. This is a three-site solution with an absolute commitment to St Nicholas here.

Parent

You're not going to then once the new Principal is in place, you're not going to start switching staff round between sites.

David Paice

No that is not my decision at all. That's a decision for you. It's your governing body, the shadow governing body in the short term, and the actual governing body. That's their decision. So how you actually manage the three sites is the decision for the governing body. Together with your executive and the Principal to take that forward. So that's their decision.

In terms of representation on the shadow governing body, I've suggested that you might want to ensure there is equitable representation.

- Three parent governors, so one from each school.
- Six staff governors. So, it's all of the heads plus another staff governor, one from each school to give you kind of comfort that everybody's important here.
- Only one local authority governor.

So that's the kind of standard piece. And then when you've decided what are the key skill sets that you require to run three sites as one school and to drive this forward in the way you desire, then you can co-opt; and I'm suggesting four co-opted governors. But you look at the skill sets that your governing bodies have. All the parents and staff have to think well these are the things you want. Have we got them? If not, we want to co-opt them. And you can co-opt from colleagues at the local authority, but you don't have to.

So, this is just suggestion regarding the possible structure of the shadow governing body for you to consider. But that's for your consideration to take forward. We do need to have a shadow governing body and that's there for the curriculum and how you're going to address the needs of the children. That's is a decision for them. The shadow governing body. There is a change when it gets to one school. So, we don't have St Nic's and Larkrise as one school. If the Principal for the amalgamated school is appointed in April, then they could start in September. So, the actual governing body would kick in at that time, to hold the Principal when they're in place to account to deliver the learning and wellbeing outcomes that you wish for.

So, at that stage the actual governing body might be just one Principal, one parent governor, one staff governor and one local authority governor. You can have more co-opted governors if you so wish and you can have associate members for various teams as you so wish. Some have said well that might be a bit small for us. You need to have seven people. The five already mentioned plus at least two more. That's the proposal for the shadow governing body and the subsequent actual governing body. I hope that reduces your anxiety because you're in control.

You have the equitable opportunity to get to the one school, three site solution once you've shaped that to everybody's agreement. You're in control.

What do you think to that?

I'll give you the slides so you're welcome to those as well.

Parent

Don't completely understand how a shadow governing body transforms into the actual governing body. Are they the same members?

David Paice

You have two ways of doing it. Actually, voting or proposing people from the existing governing body.

You don't have to go out to an election if you feel you've got the right person here, but you could.

I'm beginning to have a chat with the chairs and vice chairs of the governors here and at the other schools to start thinking about this. It has to be your decision. This is just a kind of suggestion to start that thinking.

Parent

Just aware of the time.

David Paice

I'm sorry.

We've done most of it ...

Parent

There's not enough time.

David Paice

Please feel free to send your comments in through the online survey.

If we just whizz through the slides, we'll see this proposal is just one bit of the wider SEND jigsaw. There is a lot of investment going on across the county. A free school in the South. Expanding and enhancing post 16 provision and looking again at ELP in secondaries.

Parent

Next September.

That could be a new Principal for all three school.

David Paice

Yes.

Parent

Will there still be the heads at the school?

David Paice

No. No not as not as a head of a school because the school won't exist.

Parent

So, one head is going to go one school to another

David Paice

No not necessarily. That again is for the leadership and your governing body to go well how do you want these three sites one school to be managed.

Parent

So, Ros might not be here this time next year?

David Paice

Might not, might.

Parent

And it might just be one person in charge of this school, Larkrise and Rowdeford?

David Paice

Yes, that is correct.

Judith Westcott

You have to remember Ros doesn't do it alone.

So, you have a senior leadership team here which is made up of deputies and assistants and when they look at that. So, the governing bodies, the shadow governing body and your own governing bodies stands at the moment, they'll have to look at them and say "how do we do that? How do we work together now that we're one school?" so is their expertise at Larkrise that you want to know about here and I'm talking senior leadership team so I'm not talking about the day to day classroom teachers and TAs is their expertise that you want.

Is there some thinking that you want to draw from each other? And there are all kinds of models. So multi academy trusts do this, they do not have a head teacher on each site, they have a lead teacher so there might be somebody whose job is to particularly look at curriculum on that site or curriculum across all three sites. So, there'll be lots of conversations and that's why we're starting the conversation now with the governors and with the head teachers and saying well let's throw it around a bit. What does it feel like for you? What might work? Let's go and look at other models. Let's go and see how other people have put this together. So that there can be lots of conversations now so by the time we get to this time next year, they'll be in a position to say well now we want to take the next step and it doesn't mean that they have to move out the head teacher straight away, it may be a period of time that they have an executive head with shadow heads in place.

So, they won't just sort of get them all out and say you know day one will change it all, but that's all for the consideration. So, they've got lots of time to think about that over this coming year That will have to be a conversation that has to happen locally here and it has to be led by the shadow governing body because as you say you feel far away from where the local authority can't make those decisions on behalf of the schools, the schools themselves have to be involved in what works.

David Paice

Yeah. Very briefly was that useful.

Parent

Yeah, yeah.

David Paice

Thank you very much indeed for your time.

St Nicholas School – Staff session

Judith Westcott

I'm behind this mic because we are recording all of that we're doing today because all the information that we have, goes to Cabinet and then goes all the way up to the schools' adjudicator who is part of the DfE. So, we're trying to capture all the information and that will mean as we have conversations with you and you're able to talk to us about stuff. There is a roving mic. So, Emily is in charge of the sound system and you'll need to speak into the mic in order that we can capture what you're saying. In terms of GDPR et cetera, by talking into the mic, you are, by default therefore, consenting to be recorded. And if you do not want to be recorded then you just need to put it to one side but accept that your comments then will not officially be going up to the schools' adjudicator. All get that bit?

Yeah OK.

So, thank you so much for finding the time. We do know at the end of a busy day, halfway through the week, all our energy levels maybe not at a top level. So, thank you so much for coming to join us. We've been sharing round with you the timeline which I think probably was sent out to you as an email at the end of last term, so some have you seen this one before.

So, it has changed slightly.

It does change all the time in terms of creating the scope of what we're doing but we're here today as part of the official consultation around the next stage of the process.

So, we're following DfE guidelines in terms of how you make changes to schools. I'm going to hand over to David in a moment because we've got a number of slides so that you can talk through what we're doing rather than pre-empting that. But the main thing I would say is this is a great opportunity for us to have a conversation. So, do say all the things you want to say. Ask all the things that you want to ask and then we can gather that all together and hand over to David.

David Paice

Yes. Thanks very much. So, I'm independent of council. I'm an independent consultant just brought in for capacity, to help move this process forward. So, there's a degree of independence about what I do and I've built special schools all over the country. So that's part of my background.

So, for here today it is really important as Judith was saying, that it is part of a representation period. We need to hear what you feel about the proposal because what you say will be transcribed. I will stick it in a computer and take your voice file and put it into text and that then goes to a completely independent organization called the Schools' adjudicator. There is a team of them, but one will be chosen and then they'll kind of take a view of, Is this an appropriate proposal? So, what you feel as to whether it's appropriate or not is really important.

The during the pre-publication, before we got to this stage, I had the opportunity to speak to a couple of you and I spoke to a number of your parent carers about things they like, things they didn't like. And as a consequence of that it has changed. So, there is definitely a commitment, for instance, to this being open. The sites. All three sites are now open as a consequence of hearing that loud and clearly. So that's a very significant change from the previous proposal that people were not very happy about. And today I'm just going to run through the kind of process by which we can feed this through.

I'm gonna go through the timeline and I'm going to just break it down into bits and then ask you questions, or you can ask me questions at any time. So, do feel free to chip in but I've got to specifically go through the process. I will highlight the legislation that we have to follow and then ask you some questions about what you feel about the proposal and then I'm gonna tell you about how you govern the process. There is quite a bit about governance. You are your governing body here. You are your staff representation on that governing body. I will speak to you about how you get to control the process and give you a suggestion; it is nothing more than a suggestion, as how this works on the back of advice and guidance that's come from the experts in Wiltshire, and that hopefully will give you a bit of a sense of where we're at. I will highlight two lots of legislation that you need to be aware of and you will get this slide deck, so you can write notes. You will get everything.

So, on one side you have stuff about opening and closing schools and on the other side it's kind of how you govern those schools. There are four documents that we're having to follow, and we have to follow the procedure. You've got a slide here that outlines the procedure that we are following in respect of opening and closing schools. That's what this is about in that document. The next bit it refers to an amalgamation. What is an amalgamation and how can you go about it.

Listening to everybody's views, this was seemingly the most appropriate of all of the suggestions. We wanted it to be a local authority-maintained school.

People wanted three sites, but they wanted to learn and pull together the best and share from the best. It was felt that there's a synergy between the three schools. Stronger together was what we heard. That is why we're suggesting the amalgamation. So, it's a single leadership team across three sites. One school.

This proposal appreciates that from a staff perspective you didn't want any TUPE arrangements. You'd prefer it if we just keep it as a maintained school, which means you will not have, if this proposal goes through, your terms and conditions do not change at all. That is no TUPE. The same employer remains the local authority that pays everybody's wages. So, it's business as usual in that regard and that is the proposal. But because the local authority is the proposer we can't mark our own homework. So, this is what Judith was referring to.

We have to send this proposal, assuming it goes to Cabinet and we go to Cabinet in November the exact date 19th sort of rings a bell. Mid-November. It is a public cabinet meeting at the local authority. Elected members will make a call. They already made a commitment in May to commit 32 million pounds to this proposal. So, we would expect them to continue to support it going forward.

But that doesn't mean that it happens. It will go to the schools' adjudicator after the November cabinet meeting. We should hear back yes or no definitively by Christmas. We're cautiously optimistic. That's the sort of timescale.

So, what we're doing now is really important because of this independent body. They need to have the right evidence base to make an impartial decision about our proposal.

So that's why we're capturing this. I'd encourage you to send any comments you have through the online survey. We're really keen to capture your voice so that we've got a really solid evidence base to send to the schools' adjudicator. This representation phase ends in September.

You will be part of a three sited school. So, your school would embrace a Larkrise site and embrace the Rowdeford site and you'll be one leadership team across those.

This is a capital build proposal. There's a significant amount of money on the table. That's thirty-two million pounds to build on the Rowdeford site.

There is a view that this houses too many students for the physical size of site. There is a degree of overcrowding here and a more significant overcrowding in Larkrise.

But there is space on the Rowdeford site so that's where the capital build is. That's where the capital build money is being allocated. That's why we're here.

We are committed to three sites as part of the amalgamation with up to 400 places on the Rowdeford site. This will be reviewed as we are aware that demand might change. Particularly in Chippenham as potential housing growth is quite significant.

There's a further bid in to support this housing. If successful it will significantly increase infrastructure in Chippenham which is very likely to increase housing. So, we want to be able to consult again when we know more about the actual demand for special places if some of these large bids go through. So that's why one site seems very unlikely. Is it two? Is it three? Is it four? Is it five? Not sure. So, it sounds whilst we appreciate it sounds a bit woolly, the commitment right now is to the three sites.

How we use the sites and do we need more. That is still an uncertainty. That's why one would have to go out to consultation and as your consultation run by your governing body.

So, can I ask any thoughts?
Anything that you would like to feed into the proposal?
Any initial thoughts.

No. Oh good.

Staff 1

So, what would then trigger you saying that we're going to close?

David Paice

I can't imagine, and it wouldn't be for me to say that at all. That would be for the governing body. We; the local authority, have to have places. That's the responsibility of the local authority. So, the local authority needs to keep a very tight view on what's the capacity of the system. And we're working really closely with all of the three heads at the moment to consider what do we do

even if this amalgamation does not take place. We are acutely aware that next September there will be more demand for places and that will exceed the amount of supply that we have.

So, what are we going to do about that?

So, there's an informal piece of work that's nothing to do with this process but it's absolutely about covering all angles as we do every year.

Judith Westcott

The bit that I would need to make very clear is what the cabinet agreed to in May as part of the proposal is that there will be a further consultation.

So, it is not a matter of if it will be but when. And the when that they've decided on is the point at which the build is all but done. So, when we're getting close, that's when they will consult because until then we kind of don't know. We don't. So, in other words this bid if it goes through in Chippenham will create 7000 extra houses if it doesn't go through there won't be 7000 extra houses.

So, that's such a huge number that we can't sort of say make a decision now without knowing the outcome of that bid and how many houses might come here to Chippenham. So, there will be a point of consultation and at that time we will decide, does it work best having three sites? Does it work best having two sites? Does it work best having one site? Or do we need to have four sites? Or five sites? And we need to ask ourselves questions about, is this the right one? So, if we felt you know to be great in Chippenham then could we still use this site, or would we potentially need to create another site in Chippenham in order to ensure that there are enough places here locally?

So, the decision here is very much about saying we want to do this together. So, we do not want to have three schools independently thinking about what does growth look like and how do we work together? So, we want to do that together and when it's the right time in terms of knowing a bit more about what's going to happen, next there will be a point of consultation to say now let's look at sites. Now let's look at whether we've got enough in what we've got in the right places. Yeah.

Staff 2

So, if the site is opened with 300 or 400 places, who's going to make the decision as to which pupils go to this school or that school and when and where from?

David Paice

That decision again is for the governing body. I will come on to the shadow governing body in a while. That body may start taking a view as to how we realise the vision of this integrated and outward reaching school that's part of the proposal. There will be a shadow governing body at the same time as there is an actual governing body. The governors will hold the leadership team to account.

So, in essence it's their collective responsibility to do that.

You have the experts in terms of education that you will be taking proposals as to what is the right curriculum, what's the right some pastoral support for the children and young people coming through the system. So, in some respects you collectively would take a view as what's the right proposal for the children and young people that are coming to your sites in the single school and what's the right curriculum for them. But then it will be for the governors to hold senior leaders to account to deliver that vision.

Staff 3

So, leading then from that, are we are you able to confirm that basically before 2023 when it says the new build that no pupils or staff will have to move from their current sites?

David Paice

That decision is kind of yours to make....

So, I wouldn't want to shackle you or otherwise hold you back from doing what you collectively feel is the appropriate thing for the children and young people.

And in terms of what roles you want to do, I think it will be business as usual for the vast majority of staff given that we've got three sites and we've got more children coming through. It would seem this is likely to be the case.

Would you want to offer new experiences to children and young people from here?

I've just been speaking to a parent carer, for instance, who's interested in post 16 provision. Well, actually, that might be interesting to think about because you have an expertise in this area that you might be able to nurture afresh on the Rowdeford site.

I wouldn't want to prejudge what might be the most exciting opportunity. It does seem there will be opportunities to do things differently. That's up to you if you wish to embrace this sort of change if you feel it appropriate.

Well yeah you can take advantage of that or not but that's in your hands

Judith Westcott

The bit that we're very clear about at the moment in the proposal, it's business as usual for this year.

When you get your new Principal and your governing body in place, they can have conversations with you about what might work. So, I cannot say to you that every member of staff will stay here and I cannot guarantee you that every child will stay here because it's not my decision. That will be your governing body of the one school which will make the decisions about what works best. Now that you're altogether.

Staff 4

With regards to the Post 16 provision you say that it's going to be based on the Rowdeford site. So, what happens to Poplar college?

David Paice

No what I meant is there will be some additional provision on the Rowdeford site. You will still have Poplar College - Poplar College is going to stay and there are also lots of other areas that your students could choose. For instance, the college or they could go to Fairfield farm. There are lots of things that students could do. Currently there is no post 16 provision on Rowdeford site. Part of the proposal is there will be. So that's another opportunity that if the proposal goes forward. It's additionality. There's not taking anything away. It's just this becomes a possibility now. If the process goes forward there will be provision basically.

Staff 4

With regards to the location of Rowdeford in comparison to Chippenham, Chippenham is obviously a better location for our young people to be involved in their local community for work experience, going to the gym, being involved and part of their community, instead of out in Rowdeford, where there's very little for them to access.

David Paice

So, so they don't go. That's your choice. If that, if that's the best provision that you think is available for the children and young people themselves, then because you've got three sites

you've now got some flexibility. So, it was interesting the parent I spoke to said, actually, I live just outside of Devizes. So, for me post sixteen provision in Devizes is interesting. So, for her it may well work. I'm not saying it all shifts in any way at all to Rowdeford and stops here just saying that there is another additionality that comes on stream if the proposal were taken forward.

(Inaudible comment made)

Judith Westcott

So, it goes back to that bit about being on the microphone. .

So, the question, the question was, for the record, why we signing a piece of paper? (referring to staff sign-in sheet). Because the schools' adjudicator will want to know how many of you turned up and who turned up so that the fact that you are here is now on record that you've turned up and that you were available. If you then speak on microphone you won't be referred to by name. You've not said your names, so it will be person one, person two et cetera and that will come forward as well. But because this is a formal consultation or representation we have to tell the schools' adjudicator exactly what happened.

Just in case you want to be contacted at some point if you want to ask questions. No. If you don't want to put your email address you don't have to. And quite frankly if you've all put down the school's one that's what I would expect and that's perfectly fine.

Okay.

Staff 5

Can you explain how the senior leadership team will work and how that's going to affect us and also the day to day running of a school, as obviously I don't know how many. Obviously one overarching head I assume. And what other sort of senior leadership members are going to be sort of on site.

David Paice

Yes, I can. I can't tell you the structure because I don't know the structure and it's not really for me to inform that structure, that's for the shadow governing body.

Judith Westcott

We probably need to go through some of the slides because we're going to talk about all this, so you can have a look at all this.

David Paice

So yeah if there's there's one other question but I'll explain briefly and then you'll see in detail how the decision on the structure of how to achieve the vision for the school; the amalgamated school, is being considered now by the heads.

How? What do we do?

But if we're thinking of this amalgamation because it's been talked about over a number of years actually what is it. How do we own it? And I think Ros your Principal will start involving you collectively around well what do you want? What is the actual clear vision? And what is the mission that we're hoping to achieve? From that then you start thinking about well what jobs need to be done to deliver that vision. And as I say mostly if there's going to be any change it'll be around the senior leadership team.

The jobs you do with the children and young people. There's an absolute commitment to continuity of provision there. So that's not likely to change in any way to how you manage three sites when currently you manage one. And the role of the Principal will be different because currently they manage on one site. So that particular job description actually what jobs does that person do will need to be considered. That's going to be taken forward as part of a, let's make sure all options are covered, by the governing bodies and the three heads working collaboratively with us. That will take us up until Christmas. After Christmas if it's a green light. This informal governance becomes a shadow governing body. And I'll talk about that because there's equity being proposed for its constitution. It's kind of making sure that each school is equitably represented. That they will start taking forward a view of how do we do it. And that has got to be within the budget that we've got. So, there is a big capital amount of money to spend and then we have money that comes through in terms of revenue paying staff. So, then it will be a matter of is that sustainable? That structure. If so great. I've then got a job description and Principal and a good idea of the potential leadership team to go out to the market from probably late February. At the moment the desire is for a single chief executive officer or Principal or a head. We want one person and she or he to be able to unify this. So, we should have a reasonable idea of the Principal's job description and what processes and jobs the combined school will need to do. I can explain the process for getting to that point. I don't know definitively how that will look but I know there's a process to ensure that we get there by the appropriate time.

Staff 6

Yes. I work in the (muffled) we're concerned with the merger of the schools that there won't be a requirement for so many admin staff between the three (audio loss) managed where, we can't quite (audio loss). We'd like to be reassured.

David Paice

Absolutely. Well I guess I say in three sites there's still quite a lot of those jobs that would be required to administer three sites. So much of the work that you do is likely still to be needed to go ahead. There should be a desire, you know an opportunity, to share some services and expertise from admin. This might work collectively and so the leadership teams will take a view of what systems work that we could take forward as we amalgamate. So, there could be some change put forward when the new school happens. I would have thought there is an opportunity in the same way you can kind of share leadership expertise, you can share administration expertise and systems as well. So again, just talking to a colleague here around actually some systems let's make sure they're consistent as well. Don't know the exact structure of that but I know there's a process to get to it and I think you'll become a much clearer.

So what jobs need to be done in the new structure? I can reassure you that you'd have certainly this year though, you have to do exactly the same things you are. So, there's no change in the short term.

Judith Westcott

I don't, I wouldn't want to hide behind this and say that there isn't change on the horizon. So, let's be clear there will be change and there will need to be considerations when you have your new shadow governing body and then you have your governing body and you put in place your Principal. They will then need to work collectively and say well what does it look like going forward and they will need to make decisions about what are we creating here by bringing the schools together at this stage. We can't say exactly what that is.

As David says I think there are things that we can guess at and we can assume there are things that they might want to look at before other things. But it will have to be step by step in terms of how does that help our children get the best education, OK?

David Paice

So, the next slide that is another set of questions to you. So, on the timeline there are drivers of why we're doing it. And so, I'd really appreciate, well which of these are the most important so we can reflect back through the representation what you feel are the most important that we absolutely hang onto. So, on the timeline it talks about, you know, we need more places and to reduce overcrowding. So that was key. It's up to another 100 places. There is then kind of

bringing together the unified senior management team. That's key. There is also a commitment to professional development. Sharing expertise. But also, not only between the three schools but outward facing too. So, you continue to do even more of the work that you might be doing at the moment. You're very close to Hardenhewish, and we are hoping to amplify that work across all schools and settings to be more inclusive. There's lots of other work that's going on around us, the SEND strategy, little bit later on, to enhance that work, you might want to play a key role in supporting colleagues in primary bases in addition to that.

And it is the outreach provision in secondary and into mainstream that's a key part of the drive.

There is also a big push on health. So in on the Rowdeford site, in the feasibility there is a key commitment to having onsite health care provision. And that's an enhancement, that was meant to be a very key part of the proposal.

Staff 7

So, what does that mean, that it would be at Rowde and not here?

David Paice

Well the building of the provision, yes. Because that's the only place that we've got space. Here you have space for health.

So, it's not saying anything here won't continue. It's just where the capital is going. That there will be provision to support having pretty much full time Virgin Care at the Rowde site. That paediatric nursing or occupational therapy may be onsite.

So, enhanced onsite facilities are part of the proposal.

Staff 8

It feels or sounds like it's going to move to Rowde. And when you're saying 'we'll move when appropriate' for these pupils that are on this site, that we're going to gradually take away things from here which means they have to go.

David Paice

No fortunately Judith explains this exceptionally well, so I could start but I might just go to it (the slide) now. This is the provision of the space. It is where the money for new buildings is going to be spent. So, the 32 million pounds is to provide bricks and mortar. That's capital. So, all we're saying is there is the space to have dedicated health and care provision onsite expecting that there will be significant presence on site.

How you then manage the overall spending of the operational side of the Virgin care contract and who goes where is a different matter. And that is a slightly separate piece of work. And there is a review of how resources are deployed across Wiltshire as part of the SEND strategy that people are asking about. That is the contract. So, by the time the new school opens we will be into a different contract. Is my understanding.

(Audio loss)

Staff

She doesn't want to use it (microphone), she said....

Judith Westcott

Well okay I'm going to talk to you about the SEND strategy in a moment.

I'm the children's commissioner. So, I run the contracts which aren't school stuff. So, the Virgin Care contract. I'm involved in contract managing that, the CAMHS contract, the Oxford Health one. So, we sort of have somewhere between 8 or 10 million in one contract. 12 million in the other and those cover the whole of the county. And the way those resources are set out is based on the children.

So, it builds up from their ECHP and those who are on SEND support. So, what you don't have here is you don't have a provision of nursing time or occupational health time which is for the school. You have something which is based on the children that are here. So, if the children need it they come here. Now quite clearly over time what happens is that you end up with the same person turning up more often than not and you end up in sort of having a room here because there's lots of children here who have needs more than say in Hardenhuish.

So, you get more time here. But that contract is run in terms of all of the help that's needed across the whole of the county. When we review the SEND strategy that contract will be about halfway through. And so, we will be having conversations with them about how does it feel right now? Are we getting the right people to the right places? So, it includes all the public nursing. The OTs.

And because there is a SEND strategy consultation which is about to start in October, and that's where we get the chance to have a good chat about that one, as opposed to this one which is about the three schools together.

And when you look at that the reality is that what we know is that having space dedicated to our health providers onsite in school is a good thing. So, when we start building at Rowdeford we want to do that and we want to say to the provider we would rather you didn't have your own offices which you're spending money on and I'm paying for. How about you come to our school where it keeps it local. It means it's available to the children where they are here and that's the conversation that we will be wanting to take forward.

So, when we look at the new build, we'll want to do the best we can with that build. But that debate is not led by what we do here. So, it will continue to go on behind the scenes.

Staff 9

As professionals then that work with these kids daily (audio loss) SEND consultation because as far as we're concerned we don't see enough people coming into our school.

Judith Westcott

I sincerely hope you will. Your school gets an opportunity to complete something called a SEND SEF self-evaluation every year and Ros gets the opportunity in that to tell me annually what she feels the experience is at the moment. I've asked her explicitly for a whole range of information about how many hours is she getting. How does it feel like this year compared to last year? So that's an ongoing conversation that I have with Ros but really when we do the SEND strategy I hope you will turn up. I hope you will fill in the forms. I hope you will go online and that you engage in the conversation because you're dead right. You are the guys experiencing it on the front end. And we want to work with whoever the provider is going forward, creatively, about how do we make that money stretch as far as we can to ensure that every child is getting the support that they need.

Staff 9

Because they are on a similar line going forward. I think the concern is that a lot of money is going to be put into this new site and all the new resources for the new site and that us and Larkrise will kind of just be left to sort of struggle on as we have been.

Judith Westcott

It's a tricky issue the way capital comes to schools now. So, in real terms, what you'll be aware of, I don't know if you saw in the press that we have a new school that will be opening in the south, so there's a new school for children with ASD/SEMH that is totally funded by the DfE. They put forward 12 million pounds to create that new school. And normally the way money comes to schools for making this building the best it can be, comes via schools. And that's the way it goes forward.

Money that's being found for this particular new project is coming from the council. That's really unusual. Normally councils don't get involved in finding the money for school buildings, it's all about the DfE. So, when we then talk about this school (in the South) we have to go and negotiate with the DfE for what money can be brought to this building. So, it's a different pot of money and it's different rules in terms of the way we go forward. That's really hard and what we want is to ensure that every child gets the best provision that they can do.

But we have to use the vehicles that we have, the tools that we have, in order to bring the best to each one of those schools. We won't be letting it rest. So, we won't be just saying to the DfE, ujust confine your support to the school in the South because we got a brand new one down here. What we know and what David said a moment ago was it's not that we need just 400 places at Rowdeford, we need lots of places. We need at least 620 places, so it can't be that what we do is we say it's fine that this building is a, you know, left to its own devices. And indeed, as we say if that housing infrastructure bid goes forward for Chippenham, then we may want to be coming to talk to you and say actually we need a whole new building.

We might need an additional new school entirely for Chippenham. But we will have to wait and see. For now, we need to work within the scope that we have in order to be able to resource as much as we can.

David Paice

All right. I want to now look the governance bit because hopefully this should give you a sense of how you are in control of the process.

So, let's just absolutely make it clear that it is the one school, three sites and up to 400 places.

But if we move forward that continuity of provision is key.

So, you'll see on the other slide, a view of what's going to happen in terms of times and then a little bit more detail and the exact dates.

So, there's no significant change here at all from business as usual all year. We can't do anything definitively regarding the amalgamation until we get the green light at Christmas. But there are things we can do to move that process forward.

So, we've talked about the cabinet meeting in November. If the outcome is positive at the Cabinet meeting, we move ahead to the schools' adjudicator. We should know if they approve

of the proposal by Christmas. Hopefully if everything is positive and it's a green light we can start. One of the first things we need to do is to get the Principal in place. So, to get a Principal in place we need a shadow governing body.

Regarding the shadow governing body.

I'll go into the detail of what this means.

You're still running three schools. The schools won't close at all this year. There is no change.

You are doing what you're doing, and your governing bodies will support you and manage the school. And your leadership teams are committed to doing all of the things that they continue to do.

But you'll be now thinking about what we are going to do when we amalgamate?

So, the first process in that key task is to get that integrated leadership team with the Principal.

So, we need a Principal therefore by February.

We pretty much have got to have that job ad out by February in order to get the Principal interviews in place, so you can recruit them April. They have to have been recruited by April if they are to start in September this time next year.

So, we need a shadow governing body to support that process.

I am proposing that membership to the shadow governing body is equitable.

On the timeline it talks about having an integrated leadership by 2021. This is because we might not find the ideal candidate by April. If there is a delay in recruitment it might mean, we don't have a new Principal until January 2021. But we hope by 2021 we should have one school, one Principal. All united.

That's the plan

We phase the building to support an appropriate growth and any transition arrangements to a larger number of places on Rowdeford site. We have until 2023 to deliver the full masterplan.

So, the proposal is to increase numbers on the Rowde site but in a way that is appropriate and sensitive to the needs of the children and young people that you have on the three sites.

So, this might create job development opportunities as new phases come on stream. For instance, the 6th form on the Rowdeford site. You do that here currently and some of you might fancy doing it over there as well. You might want to help set it up. I'd like to suggest this curriculum, so I don't have one yet. So, there's a lot of interaction to get from this year through to the actual build and that's where the governing body and the leadership team work with you as a staffing body to consider what is the right thing to do.

It will be it'll be phased appropriately, and the build will align with your plans for the curriculum and pastoral support you think is best for the children and young people.

Any thoughts about that?

OK, so I'd like to make some suggestions about how we might want to structure the shadow governing body.

And these are just my suggestions for your consideration. They are not set in stone in any way. My thinking has been informed by a conversation with the governance team at the Council and their view of what best practice.

So, in the first instance the shadow governing body members will operate alongside the three governing bodies for the three individual school.

In terms of staff representatives, the suggestion is for that to include your heads. So, Ros will sit on the shadow governing body alongside Phil the head of Larkrise and Mike the head at Rowdeford as three members of staff.

I am then proposing that you nominate one other staff representative.

You will want to think about who those staff governors might be before the formation of the shadow governing body in January.

And then you do the same from parent governors.

And then you can get an opportunity to co-opt expertise through co-opted governors. You can co-opt onto the shadow governing body people with the skills and expertise that you feel you need to confidently drive this amalgamation forward. Again, you might want to look to drawing skills from across all three schools so there's a degree of equity in the make-up of the shadow governing body.

With a Principal in place we will move to a single governing body.

The need for three schools is gone because you're one school.

So, then there's only one head that is on the shadow governing body and then you're down to two parent governors one staff governor one local authority governor and then you can co-opt other governors to have a minimum of seven in total. You could increase the number though. So, I've had feedback from the previous school that they'd like to run with more.

That's fine. This is purely a suggestion.

And to accommodate other people that you might want to draw on, there is the opportunity to embrace associate members. You might have particular committees that you feel are appropriate for associate members to be part of.

That's your call.

But you the governing body control this and hold the Principal to account.

Any thoughts?

So, questions on the governance?

OK.

Right.

Then I'm going to hand over to Judith.

Judith Westcott

So, I think it's one of the things that we really felt was potentially the benefit of having this maintained school. You'll be aware that most new schools in fact pretty much all new schools

are normally academies. You might know that there is something call the presumption method and that literally means central government presumes you're going to have an academy. And so, we've gone out of our way here to say that actually we wanted to do this together. And what we wanted to do was to have those senior leadership teams working together to create the vision that was going forward and have the conversations about how we can use skills well across one whole school.

But this conversation about the New School is part of the bigger SEND conversation. So, I was referring to earlier about the SEND strategy. Now as I say back in 2015 I was asked to write the SEND strategy which we did lots of consultation on at the time and set up lots of things that we've been doing for the past four or five years. That completes this Christmas. So that's the end of that timeline. Now that has involved creating lots of places all over Wiltshire.

So, you're probably aware. Exeter House has expanded. They've got about 30 new places.

Springfield has set up a whole new unit, a satellite down in the south for 32 children.

Downlands has just been out consulting about changing from 68 to 90 children.

And we have as I mentioned earlier, we have the new free school in the south as well for 150 children.

What we couldn't do was expand on this site. Or indeed on Larkrise site because you are landlocked. You have no further space in order to expand in terms of the DfE accepted rules for how much space any individual child should have. So in amongst this piece of work there's all this other work going on.

In addition to that we've been expanding Resource Base places, we've been expanding ELP vision.

And overarching that we've also changed business as far as the council is concerned. So, we now have an education directorate that we didn't have beforehand. And the Education Directorate is starting work where they are looking at inclusion as their main principle. Of all the things, I think this is really important. Of the many things that they could have spoken about and decided were most important for the education of children in Wiltshire they decided that the most important thing was SEND inclusion and that's their priority in these coming years. And you will see, I don't know if Ros got to one this morning, Helean is now running these regional

meetings every term so that all the schools can come along and engage and take forward the work that's being placed within that inclusion.

There is a piece of work that Matt Sambrook who's the head teacher at Exeter House has been seconded to work with us on three days a week around enhancing inclusion in mainstream settings.

We're also doing work with our independent schools and those schools which are sort of further afield out of county and we're asking them about what their development plans are and how they can work with us because we know we need lots of places.

So, if you look at how many EHCPs we have when I started here in Wiltshire, we had about 1200 EHCPs. We now have 3200 and it doesn't look like it's stopping yet. So, and you need to remember within that scope that of the special school places which account for about 500 of these EHCPs, the vast majority of children are out there and we want to reach them and we want to be able to create this new one school as a beacon for great practice so you can be reaching out and showing folks how to do stuff and them coming in here.

We want to see dual registered placements.

We want to see opportunities for secondment of staff going in and out, so we can share best practice.

And that really is just me sort of scraping the top edge of the things that are going forward.

The SEND strategy will be revised, and we will start with a whole new pitch about what we do and how we might work together over the next five years.

I have to say that I think what you do here and with your colleagues and Larkrise and Rowdeford will be flagship. What you do here will be leading the way.

And we want to be able to support you and enable you to be that very best. So, you indeed continue to be proud of this place and continue to take that forward into the plans that go forward for Wiltshire.

So, I just really wanted to reassure you that this isn't just one thing that we're doing on its own, there's lots of other work that's going on around you that is intended to support you and work alongside you.

Any questions you'd like to ask me about that bit?

David Paice

We are almost out of time. If you have any final thoughts later please use the online survey to send them to us.

Staff 10

Can we just go back to the shadow governing body?

How much involvement and influence will they have on the advertisement for the new head and that recruitment process?

David Paice

Complete. They are the governing body.

It is a they who control who is elected to that position.

So that's the reason that it's such an important body that we need to get right. We're making sure it's equitable so that collectively you feel empowered to make that significant call.

Anybody else?

Staff 11

I know you've just said that we can't expand here, we know we can't expand here. We all knew that we need a bigger school. But there's still that underlying question that I know you know things have changed and you've listened to people but it's still being considered that Rowde is the best option and nobody's mentioned transport. Nobody's mentioned you know again the community links, the impact it's going to have on how we get out and about. You know we have huge community links here with people around the school. The children can go out for walks. They can go to the park and go to the church and I still feel really passionately that Rowde is not the right place to build us a super special needs school.

Judith Westcott

I really appreciate what you said of sites but the whole point of keeping this site open is that you don't lose any of that.

Three sites. Sites that will continue to be three sites and if it turns out in four- or five-years' time that we're saying actually the demand here in Chippenham can't be met by the additional places at Rowdeford we will look here and we will say what more could we be doing here. So, I think it's very clear from what the cabinet wants to do, they want to take it in stages. They want to make one decision now and when they're better informed they want to make a further decision. And that's why they've made this decision first to enable you to work together to make the second set of decisions.

As David has said several times, it is the governing body over the three schools as one, who will actually be steering the strategic direction being chosen for a larger school.

Staff 11

I still don't understand why you picked Rowde.

Judith Westcott

There was a detailed report on the site appraisal analysis. Do read the cabinet report because the cabinet report will tell you about all the sites that we considered and why that one because it was most central was, where if we had to build in one place and we only have the money to build in one place one site. So, we didn't have 64 million. We had 32 million. Yes indeed.

Staff 11

Is the 32 million given to build this super school? Does that include, that money, to do the pathways round Rowde? Because you come straight out at Rowdeford school, on the left there, that path there runs out. You then have to cross that busy country lane to get to other side. The path is not wide enough for wheelchairs. And then you go around, there's no drop curbs in Rowdeford. There's none of that. Does that 32 million cover that as well?

David Paice

The whole site was, we had early stage feasibility, so the exact detail of the site would still be discussed, and it shows the best entrance and egress going in and out of the site both for cars and kids and staff. All the detail of that will need to be thought through.

Actually, on the back of the Rowdeford site there is an interesting route from the back that can get you into the centre. You want to have a look at that. Not sure. The decision about access routes is for you own.

It was over all of the sites that we looked at equitably and heads judged the sites on balance.

Rowde was the best site on balance for all of the students in the north. That is why we are where we are. Of all of the sites available, that's the one that we could expand on as the best.

You may or may not agree with it, but all sites were judged equitably. The decision to build on the Rowdeford site was judged against about 14 different sites. They were genuinely and objectively reviewed in detail. That's where we are.

Staff 12

Sorry I was just going to say if you put in the 32 million into Rowdeford and (audio loss) if everything's like here, what are you gonna do there?

David Paice

Get a new school.

Staff 12

The demand's here now. Oh.

David Paice

I disagree with that because there is a lot of demand over there if demand exceeds that and there's more demand in Chippenham. And one would have would look carefully again and go, well this is where you have four sites. So, yeah because you might need more capacity.

Staff 13

Can I ask, who is going to make the decision for the students? Are parents gonna have a say in it? Or are we just going, is the council gonna say right the provision is over there, we're shoving you over there?

David Paice

It's not just over there.

You've got three sites. This site stays open.

Staff 13

For the time being.

David Paice

For as long as you need it. The decision is then the governing body's decision in light of the demand. The local authority has as the legal responsibility to have places for the children to come into the local authority but

Staff 13

So, the parents have a say in where their children....

David Paice

Absolutely. I have just spent the last meeting with parent carers. Yes, their voice is paramount.

Staff 14

So is the designation of the schools changing in the sense that at the moment we're an SLD school and Rowdeford doesn't provide for the same pupils that we do. And if you're saying they can move there when appropriate, will it ever going to be appropriate for some of our pupils to travel an hour on a bus and whatever else that we've already told you at the other stages?

David Paice

You're moving into one school, three sites to accommodate the needs of kids predominantly with complex care. So, you've got lots of PMLD children young people here. We now have the opportunity to look at three sites. So how you manage those sites for young children and people that come to the school as three sites is for you to consider. It is up to the leadership team and the governing body to decide what is best.

Staff 14

So, you're saying further down the line a governing body is going to decide whether those pupils are going to go to that school. But then you're not gonna know what provision to spend this 32 million on. Because if you haven't got pupils like ours there, you might not need a hydrotherapy pool though. You might not need this. However, if you're going to force us to move then you're going to need a lot more than one hydrotherapy pool to meet the needs of all the pupils. So, until we know which pupils are going you can't say what you need to build.

David Paice

Well that's not true because you do know the students that are going to go there. All of the students are not going to move straightaway. You've got three schools. You've got children and young people that come to one of the schools now.

Staff 14

Yeah, we get the one school there on three sites, so how do you know what to build on that site when you don't know which pupils are going to go there.

David Paice

We're beginning to start those discussions, with conversations with Ros and Phil and Mike to think through exactly those things.

What's the right curriculum to provide for these children/young people? Which children and young people are going to be in these sites? I think particularly for 2020 and 2021 and 2022 then we have the new building and the new building needs to sit within the context of three sites. That decision is the leadership team's decision and to be empowered by and held to account by the governing body. So, you have this transition of your governing body into the shadow governing body and then the actual governing body of the New School across the three sites. Through them you can make the right decisions to address those concerns.

It's a collective vision and mission and a collective view of what's the right approach to delivering services to get right for the children young people.

Staff 14

So at the moment in 2023 we've got the option to choose to go to a school in our community with facilities that are becoming out of date or go to a brand new facility and risk their health while travelling there.

Judith Westcott

Let me respond to that one. This decision is about how we make change. So how do we develop? How do we create new places? At the moment you're in the position where all three schools are putting forward the reason why everything should stay here.

OK you have a conversation with us about Chippenham. We go to Rowdeford and they have a conversation about what's in Devizes.

But let me follow through for you if we're going to be able to move forward bringing ourselves together so that we're all thinking about I think, proposing it, let's get together to have that conversation. Regardless of the amalgamation we need to work collaboratively to ensure we have the right places for children and young people with SEND. So, if we decided not to amalgamate the schools and become one school you've still got to have that conversation. Yeah and we're saying right now we believe that that conversation is easier when you are all together than when you are all separate.

So, let us be clear that the proposal here is let's make the decision together and then we'll move on to the next decisions about what are those decisions we want to make. Because where we've got to beforehand, is all we got was people saying we just want to defend what's ours now and that wasn't helping our children any more than it was helping our decision making. And I know that's a paraphrase of where we've got to, but what I'm saying is that the overarching position if we can make decisions together, what we know is for certain, there will be more children requiring SEND places.

So, we know that that is going to happen and we've got to find a way of responding to that need with the resources we have, with the spaces we have, with the complications we have about travel and transport et cetera. All of that is going to stay the same. But we need to be able to start making decisions because we can't just keep standing here and saying we know it's going to happen but we're gonna do nothing about it. And as you've rightly said here today your senior leadership team and you here are some of the best informed people. You know about how those decisions should be made and what those decisions should be.

And therefore, we need you to be involved and we need all of you to be involved not just one group. If we'd taken you all over to Rowdeford as one school, it potentially would have all been led by the staff over at Rowdeford. That didn't feel right. So what we're doing now is enabling you all to join the conversation. And as David was saying when we have the shadow governing body followed by the governing body that's where the decisions will need to be made.

Staff 14

We have never said it's all about Chippenham. We, well, maybe I'm wrong, there might be people here that do feel that way. We've worked with Trowbridge; our parents have worked with the parents of Larkrise and we've worked with parents at Rowdeford. But what we're saying is that for the children here, this is a location in their community, for the children in Trowbridge it's in their community and for the children at Rowde they've got a different needs and yes some of our people (audio loss). There was a facility there and perhaps they might choose to go to (audio loss) the facility there. But for a lot of the children here it means traveling and putting themselves (audio loss) with school with more or the children.

Judith Westcott

I'm gonna go on record and say I apologize if I mis(audio loss) you.

But I would say I think we're better together than we are individually.

Staff 15

Can I just say something?

I don't think anybody has taken into account that we have some staff who cannot travel to Rowde. We cannot lose experienced staff because they are already commuting, that's a commute too far. You can't expect families to relocate. So, it does concern me on the personnel side. Certainly, the recruitment etc. It's not an accessible location in terms of public transport. We have local staff who can't drive. This raises all sorts of issues and we will lose a significant number of experienced staff if this site shuts. They can't all move near Devizes.

Staff 15

You're not guaranteeing (audio loss)...

(Background agreement muffled)

David Paice

This site will be staying open.

There's an absolute commitment to here. That was the part of the listening to you in the pre-publication. Hence there are three sites will stay open. This decision is purely about amalgamating three sites but one school for the capital spending. All the ongoing operational moneys that comes to make this work is going to be the same.

(Muffled speech) spread through between the three schools, so the children here (muffled speech)...

One's capital, one's revenue, I think the staffing budget, and the facilities, the things that you need to make this the school work and function have an operational budget. Then the building of new spaces. We can't build here so the building money, that's where the 32 million pounds is. That's the capital.

The bricks and mortar.

Staff 16

So, you've already said that there is a proposal for expanding the Chippenham community with 7000 houses and as you can see there's already huge expansion going on in the area. So, I don't quite understand why then Rowdeford would be chosen for the 32 million pound

investment in that school in comparison to here where there needsn e expansion in the community.

David Paice

It's not an either or say it if that comes to fruition yeah, then one might go this way. It could be...do you need four sites? Five sites? Depending on the demand for the places at that time then how many more sites do you need and where are they now?

Staff 16

Is there an identified growth in the, like, is there a similar growth in Rowde? As there is in Chippenham? Is there a proposal for 7000 houses and Rowde in comparison to Chippenham?

Judith Westcott

So, at any one time the Council has to have a plan across the whole of Wiltshire. When that was set, when we started this project in 2017, we knew that there were going to be 24000 houses built across the whole of Wiltshire and we knew exactly where they're going to be. Which ones are gonna be in Devizes, which ones are gonna be in Chippenham, which ones are going to be in Trowbridge. And that guided us to understand where the growth might be and indeed where our children with SEND might be coming from. The housing infrastructure bid that we're talking about literally went in this July and it may not be successful.

So, it's something that goes up to central government and they decide whether or not they're going to fund this infrastructure bid and create this additional 7000. So, when we were making this decision we had to say well we know it's a possibility. Therefore, we don't want to nail our colours to the Devizes mast. We want to say that we want to leave the possibility for expansion in other places too.

And that's exactly what we've done. So that we're saying we consult on where all building happens later on down the line.

We won't know the outcome from that housing infrastructure bid for at least another six months. And in the meantime, we can't sit here waiting and say oh we'll just wait, and you know not do anything, we have to start offering opportunity because we know this time next year there will be more children who want places as we have had to cope with this year as well.

So, it's sort of trying to find a way of making decisions, keeping things moving, but also keeping it flexible so if we do need to build more or differently we can do.

And we're going to try and construct in a modular way so that we build it in sections. So, there might come a point where we say rather than build that last 50 places at Rowdeford we might want to say, actually we need to move that to a new build in Chippenham and we need to bring that here because that might be more sensible. But that's about being able to stay on top of it every step along the line and say where do we need things. Knowing what we know now and what we can project and predict going forward.

And it says up to 400.

And that's why it says up to 400. Because that's what we think would be appropriate on that site as a maximum. If we don't have to go, we won't. But we've allowed for the money and the capacity to go that far.

Staff 17

So, if you decide to keep the site open in Chippenham but it needs to be bigger, so, you need a bigger built in Chippenham there. Is there a place of land allocated provisionally? Well that's not ready to have houses to be built on? Can you share with us where that is?

David Paice

Yeah absolutely. In the previous pre-publication consultation which is where there were a lot of 14 or more different sites, one of the sites was Abbeyfield. So that possibly could work. So, if the housing infrastructure bid is successful that seems to me an interesting area to go. Well let's have a new school there that might work. So, there are opportunities at the moment that are in the Chippenham area that could be used for educational purposes. Indeed, Abbeyfield is being used on to expand at the moment but there's still a slice of land that was presented in the previous part of the consultation. There is a bit of land there that could work.

So were it possible, there are places in Chippenham that we could consider.

Staff 18

Are you guaranteeing to protect that land for the time being till you know what the position is in so many years time?

David Paice

Can't have guarantees on anything, but that thinking is absolutely there. That's why we're checking at each stage and we're moving it through a phased modular build that doesn't have to go up to the 400. If we don't need to go up to 400 on the Rowdeford site, we will go up to a

smaller amount and we'll put a bid in for spaces elsewhere. If we're successful it might be a free school it might be a whatever, we would need to work it through.

That seems to be an interesting area because it was it was well received as a possible site in the Chippenham area.

Judith Westcott

It's all very complicated I have to say in terms of trying to work it through and I appreciate that there's still quite a few ifs and buts about how it works through, but I think we're making another step forward here and I really do appreciate the time that you've given here today to come and spend time to talk to us and both. David and I would say if you want more time and you want to have more of a chat with us do you get in contact with us.

If you want to go on record you need to do it before the end of September but none of us are going away. We will be available, and we'll want to keep having conversations with you as we go forward.

David Paice

Yeah absolutely.

Staff 16

Regarding this leaflet, that you've admitted already has changed quite a few times, there's no date on it to say each time it's being changed. It's like xxx had another copy that has different numbers on it. And then what my colleagues were trying to point out is that it says it does state and I don't know if this is an error as it's slightly different to what you're telling us, that we're going to bring (audio loss) but that's different to what you'll telling us, which is that if we need three sites we're going to keep three sites

David Paice

There are links with the wider SEND strategy. There is a desire to get greater integration and inclusion into localities. Most of the children with education health and care plans aren't in special schools. So, there is looking again at the best ways of supporting people in their in their localities. If that works fantastically and you'll have something in Chippenham for children and young people that isn't a special school that works really well.

If that does happen we might have sufficient provision in Chippenham for the children. If not, we will look for more sites.

Inclusion is the most important thing in terms of the educational drive going forward. We want the inclusion work you do here to be part of that. A beacon of outstanding practice showcasing inclusive education.

How do you do that. And what that might represent in terms of local provision is still being thought about and worked through right now. It's part of the strategy development. We will spend lots of time with the special schools thinking about that and that agenda is not, it's not predetermined, but it might mean that you don't need as many special schools. It might. Not 100% sure.

Judith Westcott

So is there any more we can share with you now because I'm aware we're meant to be finishing.

Staff 19

One last thing. I think as Admin, we don't feel very reassured. I mean I feel like I've got a job till next September and that's it. Sharing tasks is fine but we've got a lot of expertise and it does feel like there's going to be cuts somewhere. And Admin and SLT seemed to be the prime factors and I think children are the most important thing, obviously, but it's very hard looking forward in a year's time to see where I'm going to be.

David Paice

Okay.

Thank you very much indeed for your time. Really do appreciate that. Thank you.

St Nicholas School – Governor session:

Judith Westcott

Thank you. It's lovely to see you. Thank you for coming out of an evening, I always appreciate you finding the time and it is lovely to be here again. We met with parent carers earlier on and we've met with the staff, so it's great that you can find the time here this evening. The reason I am very deliberately standing behind the microphone is that, as part of the representation consultation, all the information that we have goes up to the cabinet and then on to the schools' adjudicator and the schools' adjudicator will get a written transcript of everything that we say this evening so that then all the information goes together and there's nothing sort of missed out in that respect.

That does mean we have roving mics which we will give to you so that when you talk, what you're saying is going on record and in terms of consent in GDPR, just that you know, when you accept the mic you are accepting that you're going to be recorded. If that's okay? If you don't want to say anything at all, you're very welcome not to say anything at all. But if you want what you're saying to be included in what we send on to the schools' adjudicator and to Cabinet then you need to have the microphones.

We keep forgetting at the moment don't we, to hand them around but we will. So you won't get named, so we ask you to sign in so we know who's here and we will say to the schools' adjudicator we had X number of governors who came along but you don't have to name yourself if you want to you can do but you don't have to name yourself in terms of you know who's speaking etc. So, is there any on those practical matters that you want to ask me - anything before we start?

(No questions were asked)

I am going to hand over to David.

David Paice

Yes. Thank you. So, what I'm going to do is just explain some of the legislation and the four-week consultation process. Now, you will get a copy of the slides sent to you so don't worry about writing notes. I'll summarize the key parts.

And I'm going to ask you some questions about the main elements of the timeline. I'm going to talk through what the time line means, from your perspective as a governing body in particular, and the general process to get to the 2023 new build. So, I'll talk that through and ask you some questions as well just to get a sense of priority and your feeling.

So, we are capturing this session as Judith has said because your contribution today will go to the schools' adjudicator. But you can ask me any questions at any time, and I'll be grateful if you did as we go along. Please don't wait until the end. Questions as we go along would be would be fantastic.

And then I'll go into quite a lot of detail about the time line for a shadow governing body and the jobs that might be involved.

So, if you're comfortable with that format I'll crack on, any questions? No? OK.

If we then flip through the documentation I was talking about on this side, you'll see it's about opening and closing maintained schools. That's absolutely what we're proposing here. So that's what we're following, and I'll go through which bits are relevant, in particular. Then also part of this overarching proposal is to consider again, at some stage how many sites might be needed going forward. So, there is a commitment to do that.

And on the other part to consider is about governance and there's various handbooks. I will draw from them in terms of the guidance and the suggestions that I'm putting forward, but you might well want to read those at your leisure in detail. So just click to the next slide. That's the key part of that guidance talks about an amalgamation. The next slide picks up on that guidance. We'll focus on what we mean by an amalgamation because this is what the proposal is - it is one school, three sites.

So, this site, St Nic's, stays open and it is part of a single school, with a commitment to this staying open. Because it is a local authority-maintained school that is being proposed, actually we (the Local Authority) are the proposer. So, in the next bit, as the local authority, as the proposer, in an amalgamation we can't kind of 'mark our own homework' and say, 'well that's a great idea'.

So, somebody else needs to say 'yay' or 'nay' to a good idea or not as the case may be. So, there is an independent body - the schools' adjudicator makes that call. It came out quite clearly from the engagement work that, that is what you (or collectively those colleagues that had responded) said that's what they wanted (for the new school to be local authority maintained). The following slide then described the process timeline: the four-week representation period started at the beginning of term, so the second of September, and will continue until the end of September.

The comments that you make and the input that you make is really key. We need all of that by the end of the month because at the end of the month I'll pull all of the documentation together and then it goes to a cabinet meeting for November. Assuming that's positive, then it goes to the schools' adjudicator. So that's sort of why we are sitting here right now – we're following that process. The proposal is for a single leadership, single school across three sites - to get the best out of all three schools coming together as one. It's also to have thirty-two million pounds worth of capital invested in the bricks and mortar of a new building, buildings, facilities and that's at the Rowdeford site.

At both St. Nicholas site and at the Larkrise site there's no more space to build on. So that's where the building is proposed (at the Rowdeford site). Could I ask what you think about and capture your thoughts? Would that be OK?

Governor

Your thoughts have changed, my thoughts haven't changed. I disagree with the whole thing and I would prefer to see the investment in local areas for social inclusion for the children so that they are actually educated and spend their time in their local communities, which is where they're going to end up when they leave school. Pushing them out to Rowdeford, I don't think it's an option and I totally disagree with it.

David Paice

Thank you very much.

Governor 2

I do think the local authority hasn't understood what we mean by inclusion and being part of the community. But as regards the 32 million, how many places are you going to build for your 32 million? And are you going to get the situation where you end up with having a big school that you have to move all the children to, to be viable?

David Paice

Thanks very much for that. It's up to 400 places on the Rowdeford site. The previous proposal was just for one on site. The new proposal is to keep the three sites, so it is keeping the local provision here, as is, not moving from St Nicholas, as long as there is that requirement and it sounds like you're suggesting that need will be permanent.

Governor

Money, you're talking about 32 million, a huge amount of money, invested in a brand-new school, in a location, that ourselves, Larkrise and other schools disagree with and have done fundamentally from the beginning. What you haven't shown are any options for investment in the local area, in Chippenham, where there are currently 7000 houses being built, with no consideration for special schools.

Governor

Builders in the area on the expansion of Chippenham, in the past, whereas primary schools are being built and other schools and other provisions have been made, special needs have been totally ignored. I see this as a last-ditch effort and we've been shown on different ways of handling special needs. We've always given our clear proposals to the local authority and

participated in all the workshops that they've given, and our views have been made clear from the very beginning and have never changed. And yet, I see no documentation from the local authority which has taken our views into consideration or actually listened to governors and parents of the three schools.

Governor

So, you know, 32 million, so what are you gonna do with St. Nicholas? Is it gonna become a primary school for special needs? I don't see anything in the plans for options for the school or St. Nicholas and what it may become after Rowdeford becomes a 400-pupil school. I think we'd rather see a clear plan, with options on what may happen with our input and consultation, proper consultation with governors and parents, not being told, this is what's going to happen. Which is what's happened was which has been happening now for the last couple of years. OK?

David Paice

Thanks very much.

I think some of the other slides I can show to you will show that you will have the power to determine what provision goes across those three sites and how you manage that provision, both from shadow governing body, where there's equitable representation, from yourselves as governors from this school as well as the same equity of provision or representation on the governing body, shadow governing body from the two schools. And then as the governing body of the new school, that is absolutely in your remit and you will have responsibility for getting the leadership team on board to deliver your vision for the new school and how that fits into the localities.

Governor

Because now you're assuming we agree with Rowdeford school and what I'm saying is we do not agree Rowdeford school and want to see investment in Chippenham, in a school. Not St. Nicholas becoming a satellite of a large school in Rowdeford. We fundamentally disagree with the major build at Rowdeford and would like to see investment in Chippenham.

Governor 2

I totally agree with what x is xsaying about us not having been listened to and you say 'oh yes, it'll be great' and there'll be this ghost governing body and we'll be able to do what we want and decide who goes where. But we've got no evidence of that. In fact, our evidence from the past three years has been that we've spent a lot of time, all of us, heads and governors, doing work to tell you what is needed, and we just have been ignored. How is that going to be different in the future?

David Paice

In the new proposal there are three sites rather than one site, the proposal has changed because we've heard you want three sites. So that is absolutely the commitment - to three sites. This site stays open.

What is happening, it is worth reflecting on, is that it is up to up to 400 places. It is not absolutely in concrete there are 400 places going to be built on the Rowdeford site. So, in fact, what that means is that the shadow governing body and the governing body together with the leadership team, and informed by evidence from the local authority, would think about where need at the moment is. Overall the proposal is this, of the 14 sites, with the availability to expand, this one got the highest score which is why it's going forward as the proposal but it's also going forward with a degree of let's be very reflective, as you say, there is a bid that is in place at the moment that would add significantly to the housing growth if successful here in Chippenham. So, we might not choose to build all 400 places on the Rowdeford site if indeed that's right.

So, it is a modularised, phased build that is being proposed. That then one could be a little bit more sensitive so maybe we can look at this, maybe there will be more demand elsewhere. So, there is a degree of flexibility in light of demand. So, it's absolutely demand driven.

Governor 3

I think that's the key issue. It keeps changing. Invest 32 million. I think at one point it was 24 million, so I think there's got to be trust in how much money is actually being committed and where does that money need to be committed to, to make sure that the three sites function to meet the needs of the children within Wiltshire. And, you know, with inclusion at the forefront, obviously, but that reads as invest in new places on the Rowdeford site. We've made it clear that we don't think for our local area and the children here, that that is the right site necessarily.

Governor 3

We are committed to working with, for those children, that's right. But that reads as 32 million into the Rowdeford site (lost audio), we need to look at the three sites. Where's the other money going to come, to make, to give quality, to the other children with special needs in this area?

David Paice

Thanks very much. The proposal now is that you have 32 million pounds for up to 400 places on the Rowdeford site. That is it. That doesn't mean though, that if there is significant demand elsewhere as, within the south at the moment, there's a free school bid that's been successful

thus far for 150 places. So, if demand is demonstrable we'll bid for more funding. So, if more requirement comes forward, we'll look at that.

But what we're saying is on the Rowdeford site and only the Rowdeford site, there is a commitment up to that amount. Because it can be modularised and phased, there is a commitment, this proposal is the Cabinet have committed to go forward with a consultation and have committed to 32 million pounds, subject to this being a positive representation period. So, let's go back to Cabinet for that to come in.

Judith Westcott

What we know is we need more places. Where we've been in the past is having three separate groups of people each arguing why the investment should be in our home town.

So, the conversation that you have here, is the same conversation that we have in Devizes and the same conversation that we have in Trowbridge about how we move things forward. The proposal here is trying to separate out where the buildings are from how we make decisions. So, the key part of this proposal is bringing the senior leadership team together.

That your head teachers and you as governors are able to look at it and be able to say that, together, we're collectively looking about how we grow, rather than individually in terms of patch based. What we also know is that there is a limited amount of money at this point in time. So as David said, there's nothing stopping us, at some later point, in the next round of free schools, asking for additional money from the DFE. But at this point in time we only have this and at this point in time the only land that's available to us to create that expansion on, is the piece of land over at Rowdeford.

Which is why we're going ahead at this point in time, taking forward the places at Rowdeford. Having said that, as David said, we're saying up to 400. So, for example, if that housing investment bid is successful and we do end up with more demand in Chippenham, we might want to say, actually, let's not build 50 of those at Rowdeford. By doing it by modular build, we will get opportunities to keep reflecting on that decision as we go forward. And we might say actually here in Chippenham, and we want to build a new school site. In order to take that forward and make that decision we need to work together collectively. At the moment with three separate school leadership teams it is difficult to get a consensus because you are coming from three separate perspectives.

Governor 2

I think it was four years ago when we were first asked to get together all the special schools and we worked together. We spent a year working together. We put together a document showing how we could meet special needs in Wiltshire and how we could all work together. And it was just totally ignored. So, to start saying now that there's gonna be all these opportunities for us to work together...

Judith Westcott

I'm going to have to say, it wasn't ignored. A lot of time and attention went into looking at that document. Some of the difficulties with that document were that most of the expansion was identifying the buildings that we already have. And as far as DFE are concerned, they simply won't allow us to do that. They did approve building at Rowdeford site, and that's why we want to build on that and it takes us forward in terms of building the extra places we need in Wiltshire.

Governor 2

You've got it in black and white there, invest 32 million for new places on the Rowdeford site by 2023. How do you think that makes various other schools feel? We are asked all the time to take more children, Ros has terrible difficulty. We know that this is a small site, however, if you put that down there and we agree to it, we don't agree to it. So, we can't say yes to anything like that. You've got it in black and white. It is not great. Yes. If you want to say that part of that money is going to it, that's different.

Governor 3

I think it's because, I do agree, it's because it's in black and white and that's how it's perceived. You've put forward and I think there's nothing to say that we wouldn't all work together to look where the need is and where the investment needs to go. But that's not what it says in black and white. So, it's causing great anxiety, great angst, uncertainty. So, I would just plead that that's clarified a little bit more. It's not clear. It doesn't, it says it will be 32 million for new places at Rowdeford.

Governor 2

Yeah. We need it to be absolutely clear where you're going because over these four years we've been let down by the local authority an awful lot and we've ended up really not being able to trust what people were saying. So, your reasoning about how, yes it would be modular and we may not spend all the money et cetera but that's you saying that David. And who knows what's going to, what somebody is going to say tomorrow. Because we really have felt that we've been let down and we haven't been able to trust things the local authority has said to us.

Governor 4

Can I just say that I had a different understanding from the cabinet meeting about the 32 million investment? Yes, it says on there on the Rowdeford site, but I thought that included the Resource Bases for the primary and secondary schools because I thought that was mentioned on it that that would be included in the 32 million.

Governor 4

And the other question I have, I'm just a bit, I feel a bit misled or maybe I don't understand it, but so, on the 14-page document about pupil numbers and admissions, it says that the agreed places for September for St. Nicholas, Larkrise, Rowdeford et cetera at three hundred and forty places. And then for 2023, the places proposed for the new school is 400. But I thought that the new school is going to be three sites. So that would mean to me that only 60 would be built. How it is written.

It says that the combined places for the three existing schools is currently 293. This proposal seeks to expand provision further, so we can accommodate up to 400 pupils. But it's unclear that 400 places would be built on the Rowdeford site. Does that make sense? So, to me it reads, we are having 60 additional places at Rowdeford and I thought 'hey! we can do so much more with 32 million pounds for our schools that we have in Chippenham and Trowbridge as well'. Those are, just the clarifications maybe, because that's unclear.

Governor 2

You said, if need is perceived in Chippenham, I presume that's in Trowbridge as well, then we will build a new school. But at what point are you going to be starting to investigate whether there will be a need. Because we have suffered very much from having told the local authority, all the years I've been a governor, that there would not be enough places, that this situation when we would be full would arise, and we haven't been listened to. So, is that going to happen again? Are you going to wait till there's 8 thousand more houses in Chippenham and we've got, I don't know how many children with special needs, and then start saying well we've got to do something about this or are you going to be proactive and do something about it very soon?

David Paice

I'm going to try to address all of those questions but if I don't answer or didn't answer the right thing, go 'hang on, I didn't say that, I said X' so, I'll come back to you. I am going to do this in this order because that's what I can remember. In terms of proactive review, I'm delighted to say that I'm working with the heads actively regarding this, because this is not a done deal, the amalgamation. And we have to ensure that we know there are going to be more places coming through and working with Ros and Phil and Mike to consider the art of the possible, working particularly with the three heads but with all of the heads really. Where might children go? What

could we do to accommodate children coming through? There is a real challenge for next September in terms of places. So, we're actively looking at that now.

That is happening now. Already discussions have taken place. But then we must ask, what will happen in 2021? 2022? And we're sort of doing parallel bits of work. If this goes ahead and is acceptable, what would we do in the case of an amalgamation? If not, how else might we manage that accommodation requirement and ways of working to support children best? So, we're having those conversations right now with the three heads in particular but also thinking that very carefully through with a collection of teams and engaging with the Resource Bases. We're looking at what's not working, what is working and how do we develop that? So, we are jumping ahead to some of the other slides. We'll see how this is, this particular amalgamation proposal, is part of a wider jigsaw. It's just one piece of a much bigger jigsaw puzzle. The bases, just come back as I think you asked about bases, the 32 million pounds is not to do with the bases.

So, there's no siphoning off of cash for any additional work that might be needed to either create new bases or refurbish existing bases or whatever it may be. The 32 million pounds has been committed, for discussion, as part of the proposal, purely for amalgamation and purely for the build, and the proposal is that the buildings are the capital element which is the 32 million pounds is on the Rowdeford site.

So that is that funding bit. You asked me another question though, there were bases and there was something else around... (audio lost, governor not used microphone)

Ah, yes, that is very good point, thank you. What we're committed to is up to 400 places and these sites staying open recognizing that the sites are, you've got too many kids. That's just what you're saying.

You keep telling the local authority "we're getting full" so, the overcrowding was very much part of and I think that's one of the drivers for this review. The key driver really, to reduce overcrowding and increase capacity but because we're sticking to three sites with a reduction in capacity to give you more space. That, say, you reduced to 50, not saying you would do, but you're going to get a reduction whatever is appropriate to give you the right space for the children and young people here in this building.

That gives you a bit more bit more breathing space but if you're keeping the three sites, so you got 400 there, plus sites here in terms of total overall capacity.

Governor 4

So, the 32 million will be only spent on the Rowdeford site. There will be no resources here. Nothing from that money. St Nicholas will not see a penny, right?

David Paice

Of capital, no. The proposal is no. In terms of operational moneys, so anything else that say 'well, actually there does need to be something in terms of redevelopment' no, we can't build anything here because we're trying to give you a bit more space for the children that do come. So, we can't add, you know, have more children coming into the space. So, we're trying to have less children coming into the space. There's no additional capital money. In terms of operational moneys, what you do year to year, it's a different budget. Though, you still get all of that money, it's not you're not getting any money. There's a difference between capital building and operational spend. And there's also a review of, which I'll touch on later on, what is the appropriate operational spend on occupational therapists, the support, all of that is still a different matter and you have absolutely every right to say hang on we need this, that.

But in terms of getting physical buildings to accommodate more, that's the Rowdeford bit.

Judith Westcott

This thing about different budgets is quite a tricky one in terms of where it comes from (split-second audio loss) very unusual right now, that a council is finding millions of pounds for schools. So, you'll be aware that we've been successful in a bid in the south, for a new school which is one hundred and fifty places, 12 million pounds, it's all from the DFE. So that budget normally it's the DFE that supports the capital funding to do up schools and to create additional places.

So, when we take this forward, it's about ensuring that we use the pots that we have available in the right way. So, it's not about not spending here. It's just that that particular pot has come down a particular line which can only be spent in that particular way. So, we don't have the licence to say oh well we'll spend it on doing up three buildings. We can't use it in that particular way.

Governor 2

Where have you got, is the 32 million the money you've got? Or have you had already an architect and have you had a new school at Rowdeford costed?

David Paice

We had a feasibility study done. The original feasibility was not for 400 and so there will be different costs so as for less children. What we've taken is the basis of that feasibility and that kind of risk analysis and added an amount of money against risk to come up with a projection for up to four hundred places which is both remodelling elements of the site and creating new places. So, a hundred and fifty re-model plus 250 actual new build. That can be done within the funding envelope of thirty-two million pounds. For which the Cabinet agreed 'we'll give you 32 million pounds subject to the proposal going ahead'. That capital has come from the local authority as opposed to having to go to the DFE and saying can we have X amount of money? Where opportunities for DFE funding arise we'll put a bid, in as was the case for the southern school.

Governor 5

On a different tact, in a way, I'd like to ask, to me the whole idea of having one school on three different sites in a rural county like, this I'm trying to get my head round how that would work in terms of students. Like the children's welfare and just the quality of their education. So, a head teacher has to understand the children and young people in their school, not just the type of children and young people, but the actual children and young people that they have in their school. If they're right. If they're going to drive things forward for those children, those children's futures.

So, you know the idea of having one (school). I don't know what a leadership structure might look like under this proposal but the idea of having a Principal, or whatever you call it, on top you know who would have, I don't see how that person would have this knowledge of so many children who are so different, so many complex needs. And so instead of the idea of having a single school where everything's concentrated in one site which I didn't think was practical, I still don't know, I think the risk is that actually the knowledge about the children and young people just gets dissipated across the sites and it's, it's a mess and it doesn't work for the children.

David Paice

Now, over the last few years though, in actual fact, this model has become quite commonplace in academies. So, you have multi academy trusts which are often made up of several schools. You know some quite large. Some have over 70 schools and still a single chief executive officer over all of those and some can be multi regional as well. Many though are kind of more localized in a similar place to this, so it's not uncommon.

It's increasingly common to do this sort of thing and you know that's where you get the multi academy trust. How you manage it, that is where you as governors moving into the shadow governing body, need to be confident that actually the structure is right. So that you don't lose

the understanding of children in those buildings and sites here. There are a number of ways of addressing that but that's for you to consider supported by the experience that will come from the heads. I'll show you the kind of proposal or suggestion for the shadow governing body. We're working very closely with the heads right now to think how this might be and think through well where else is it done? So how else could that work?

Governor

I totally agree with the senior leadership team and a common team (audio lost) worked closely with the (audio lost) best practice and everything else amongst the schools.

I understand when the academy, when you've got financial situations, there are savings to be made through a common steering group and a common board across the schools. And I have no qualms with that at all. I just cannot understand with a large school at Rowdeford being built with brand new facilities and keeping the other two schools open, at what point would you choose which children go where? How did the children left at the existing schools share the new facilities and medical staff, teaching learning staff, the facilities there, how are they shared around the county?

I really cannot see, and I've not seen anything in the documentation which states how it'll work. Now had they put options like St. Nicholas will become primary, secondary children go in there, who will be returned at a date which will then allow them to integrate into the local community, in preparation for their adulthood, some kind of structure to it, I could live with that or at least something we could assess. I have seen nothing about how the children and it is the children were talking about, how they're going to be controlled.

Judith Westcott

I think this is this is exactly where you are so important. So, when we make this decision to bring the senior leadership team together, it's exactly that conversation that we need to have. And what I think we all find quite hard with this process is, when we think about what we need to decide about now, actually all of us are thinking about the next set of decisions that we have to make. So, this decision is actually quite limited, it says we think we're better together.

But then once we are all together, it's then being able to have those conversations about well what does the senior leadership team look like? You know, who do we want? What skills do we want where? What kind of relationship we want with our children? With our parent carers? How do we do that? How best bring all those skills and experience together? So, for example, Rowdeford, at the moment, are just about starting to think about post 16. Now you guys have been doing post 16 for many years and so there might be a conversation about saying do we

want some oversight for schools thinking about what does post 16 look like and that's just a possibility. You might say, that's not the way we want to go about it, we're thinking about it like this. But when you're together you can have those conversations about thinking about how you can use the skills, experience and knowledge you have to be able to take that forward. And I think as you rightly said, the heads have been demonstrating that they can do that, that's something that works, that's been able to take them forward and this is that next step to say let's make that formal so that actually then you can make decisions on that basis because right now you are in a position where you can't make that legal set of confirmed decisions together.

And by bringing it together it allows you to actually ratify that together as you go forward. And I appreciate your concerns which are about this big school here, do the others get left behind? But that's the whole point of being together. If you were all separate and we just built at Rowdeford, you wouldn't have any say in that conversation. Now if you come in together as a group of governors and bring the head teachers together you are going to be part of that conversation from word off.

Governor 4

You're addressing the governors, the heads et cetera who are all important, but the really important people are the children and their families. And that's where I really you, you haven't understood, you haven't understood that for people who have a child with special needs it's been very hard for a long time and they want a bit of backing and the backing they get is from their community. And you're going to take some of those children, some of whom have probably got siblings say I'll take care of them. Some have got siblings. We've got schools all around us here for parents to know that their child with special needs. xxx you think that's really. I think it's almost cruel because it's not taking the children or their families, you're not making them the most important thing you're making, well we all realize finance. But we do work. Ros does work with and it does what, yeah. A few times a week. And the older children are walking around and the younger children know them. It's a family and that helped the general family that they know that their kids know the people around them.

Governor

What you just said that the second stage is to say that's a top down approach that you've taken from the beginning. The bottom up approach and what we would have preferred is that was the first stage where the children are assessed first, and needs are addressed and then we look at where schools and investment should be put. What's been clear from the very beginning is the local authority have taken an approach whereby they have looked at the situation and they've taken the easy way out which is to build a big school. They will put everything in it, will find some money and we'll put it all together.

Now you may say that's a bit harsh, but this is the view we have. The way we've been addressed, all the information we've been given, all our options have been ignored and all we say is we see it is a continuation of a top down approach. This meeting, this evening, is for you to sell it to us to say, OK let's do the second stage. You know this is it as far as I'm concerned, what you say here is, it's a fait accompli. You say there's options and everything else. Past experience has been when we've heard this before, the options have been ignored. Our comments have been ignored and they've steamrolled ahead with the main proposal. So, when you said the second stage, yes bring this on board and what we'll do is we'll make it happen for you the way you want it. I'm sorry that's not going to happen. You know you're not going to win us over with this proposal.

Governor 4

And I think that I don't think the local authority got the community thing.

I just it's, so my child just started Fairfield. I know it's no personal thing here, but you know I was a parent you feel should just not have Fairfield in so to me, I had no choice. Local authority wouldn't fund the place so she's there. I got a coffee shop and I remember when we talked about Rowdeford. You know look I thought everybody was and it's not about that goes to Fairfield and so far, she's not been once out in the community because it's on the outskirts. It's not community. She's not in the community. She's Student Enterprise, washing cars. That is not an independent living skill. She is doing things that has to make her more independent. She's not out in the community. And this is the whole, the main point here is that there's gonna be lots of money invested at the Rowdeford site when it's not where the investment should have been. And I know it's old ground Chippenham and Trowbridge and because it's community and you know I always keep saying but it's OK. The one coffee shop around for her.

You know at the Rowdeford site, but you know the egg man doesn't knock on my door and says would you like to buy some eggs, I have to go to the shop and buy them. It's not the real world. And you're creating a false world not a world that's real. So how can then, how can our children or children with SEND, all these complex needs ever know how to do it when actually they're in this bubble, that's not real.

Governor 2

Children learn by living in their community. They can't transfer skills, they can't learn how to be in a post office at Rowdeford and then learn how to use their local one. They need to become familiar with their local settings and they need help from people who get to know them and

understand them who are their neighbours and friends. And every time we say inclusion and community, somebody would say something that showed that you just didn't get what that was.

Judith Westcott

The plan was that it was all going to be at Rowdeford. Right now, you've got this, you've got the plan where we are now talking three sites. Now I appreciate, and both David and I have discussed it, trust has been eroded over time. And I really appreciate that as we sit here now and say honest gov, this is what we're going to do, that you're sitting thinking do we really believe them? Do we really think that that's what they're going to do? And I really appreciate that. And yet we've got to keep building, we've got to start finding a way of working together, to start build back the trust and we can only take small steps as we do that. And the reality is, if there is a commitment now to those three sites, there is no rush to saying it's all got to even be built on that site.

And I have to say that in terms of that the legal way we say that has to be very careful and precise. So I can't tell you that there's been a huge change of decision and it's all going to be built in Trowbridge and Chippenham, I can't tell you that, but I can tell you that the door has been opened now, the door has been opened for us to have further conversations and to see what we can do differently. And I know that that's a long journey and we can't do it any other way than finding a way of having these conversations together.

Governor 3

Yes, I get that and you're right it is going to take a long time for trust to be rebuilt. But I think the governors, certainly our governing body, are happy to try to work with you to achieve that. But I think we're still feeling that you haven't really got what integration and community are all about. And there's too much about, well, there'll be three sites, well we appreciate that you don't want to lose St Nic's. I don't care if we lose St Nic's, I want to have proper education for our children in Chippenham.

Judith Westcott

The bit we haven't been able to do yet for you which is talking about the bigger picture. So, interestingly, when I first started in the local authority four years ago I was asked to write a SEND strategy. I've been asked this time to write an inclusion strategy which I think is quite interesting in terms of that subtle change (muffeld) in terms of what we're trying to look at. So, when we talk about the changes being made here, I think David's trying to find me the slide, that one, go back one.

So, if you see that little bit, this is the bit that we are talking about here today. But it's part of a whole bigger picture.

So, in addition to that satellite sight over in the South, because we couldn't keep carting everybody up, Exeter House is expanded by 20 places. We've got this whole new school in the South, 150 places. We're saying it doesn't mean that all the children have to travel up North. In addition to that Resource Bases are going up this year by 20 plus, learning provision is already gone so when we look at this there's a whole saying how do we work together. And Ros has been chatting with us, with Phil and Mike about how we connect much better to our Resource Bases because as you say this is about all our Resource Bases, as well as how do we offer children lots of support, different levels of involvement in mainstream schools.

Talk about dual placements. Talk about how we can do mix and match. I think we've got started and I know from your position it must feel like nobody's listening. Well years ago,, this wouldn't have been called an inclusion strategy.

So, you are making a difference you are building things and all those places and all that provision that's coming is a result of us keep on having this conversation. So, I know it feels slow and the wheels of government are slow, but you are making a difference.

Governor 2

Well, obviously we haven't seen your inclusion strategy yet. Well, I haven't but I suppose my question is "Is this an inclusion strategy? Because well, I won't say anything about the previous SEND strategy I don't want you to hear what I think of it, but I do.

I mean we've got to feel sure that inclusion and community are going to be at the heart of your thrust.

Judith Westcott

Please see the WPCC website - they are, you will see on the site, they're advertising for that consultation and the engagement is much, much more. It's not as formal as this because it's not a DFE process but early October and we will be encouraging everyone to talk. And how do we use you know physio services, all the rest of it. We get to talk about Oxford Health and all the campuses and mental health support, we get to talk about what's happening in our 239 mainstream schools and get to talk about what's happening in those independent special schools so that we can think about how it works together going forward.

So, I really would encourage you to get involved in that. But remember you are just about to be working on a real flagship development of provision.

Governor 2

This is kind of off the point but you're on school's forum and so am I. And this is obviously going to cost money. So where is that money coming from because schools or am already say or we can't spend we can't have any more money spent on the high needs budget. We've got to get the high needs right.

Judith Westcott

One of the problems we have at the moment is we don't have enough places here in county. We're having to go out of county to independent special schools. If I can stop those children having to all go out of county but go to Rowdeford, and I know appreciate your concerns about Rowdeford, but actually if it was a choice between shall we go up to Hampshire, Dorset, Somerset or could I be in Devizes.

It's a real step forward if we can be placing here and in terms of cost an independent special school place on average costs me an extra £50,000 for every place so every time I cross the border. So, if we can ensure that those children come back we then have the money available to spend in county in our own resources.

Governor 2

Yes, I think this going off to talk about finance. We need to get back to what you do want to talk about because I do think there's been too much on that. Well if we can keep people back in county and we can put all these people who want to go to lots of different special schools all in Rowdeford, then that's going to put the high needs budget right. And I don't think it is.

Judith Westcott

At Schools Forum you'll see us presenting, there were about six or seven ideas being talked up at the moment which could potentially make key changes. The reality is on a 38-million-pound budget which is 4.5 million overspent there is not going to be one solution. We're going to have to think about four or five different things at the very least. As you say, I don't want to use this here because you'll get lots of opportunity in the SEND strategy to talk about it, but I think we have to keep remembering that this is part of the picture.

And when we move forward we have to be able to keep being able to talk in the round, as I say, 239 schools who were all tackling this and remember of all the EHCPs that we have right now,

about 500 of those children are in special schools and all the rest are in mainstream and we build that practice.

We've got to get to a place where our mainstream schools open the doors and are saying we welcome our children with SEND because if we really want to get local, we've got to get that joint practice going between our mainstream schools, our Resource Bases, our enhanced learning provision and what's happening here. And that when we looked at the whole we have to think about, say for example here in Chippenham, it is about all of those places not just the special school places.

I'm aware David's got a number of slides which I think it really would be helpful to talk to you about some of the thinking around the governance structures and the timeline so that you get a feel for that. Is that OK?

David Paice
Let's head back.

So, I'm going to go through this because I think we've sort of covered most of the where's the places. I think I'll go straight into the governance and structure of the shadow governance. So, if we could just go through the next one here. Thank you very much.

So, the way this is going to pan out is that if we don't get any green light at all there could be a complete lock, so from November we take your points on board. We've listened really carefully, and the Cabinet will make a decision and that's not a guarantee. Yes, there will be a review of all of the evidence base. Well let's hope we don't squander the opportunity of thirty-two million pounds. So, if there is a green light at Cabinet in November then it would have to go to the schools' adjudicator.

We therefore would not hear until Christmas, there or there about.

And there's no guarantee, no commitment to it being a six or five week wait, it could take as long as it takes. But we will continue to press that. And last time we managed to get a very, very short turnaround. So, we were really diligent in working with the DFE to get the Secretary of State to sign it off. We'll try and do the same thing to ensure that it's as speedy as it can be.

So, in actual fact completely business as usual. No change at all, three schools, separate schools. That still means though we've still got the issue of more places that need to be provided. So, whether or not it's an amalgamation or any other form of collaboration -

collaboration gives us a bit of creativity. So, I'm delighted to be working with Ros and Phil and Mike to think this through. You know we don't want to be in a situation where we haven't got places in September. It's coming September 2020 and then '21 and '22. So, it comes back to your earlier point of what children should be going where.

We're working right now with the district specialist centres to think well who is coming through into year zero here. Are they the right children? What would be the right curriculum? Is there any opportunity to start working from using the expertise here? In terms of you have a sixth form, you have primary provision. They don't at Rowdeford. What could be done regardless of whether or not there is an amalgamation?

How could we best meet the needs of the children and young people?

Governor 2

We are thinking do you mean that you're working with the head teachers? Or is this somebody at County Hall that's thinking?

David Paice

I'm sitting down ,spending time with Ros and Mike and we've had a few conversations. So, it's nothing to do with this process, completely separate to this process. How do we cover things off to ensure that we are all ready and prepared?

So, we're thinking that through to cover all eventualities and working that through we're all set. We're thinking through the time line for ensuring that September starts well. If it were an amalgamation it is also very tight. So, beginning to think that through in terms of what is the vision and how would it operate? And that's when you get to the questions that xxx was talking about which was what is this actually going to look like? What groupings? Where? What is your proposal? Is it primary here? What is it? We need to have those conversations, we need to think it through.

Because we kind of want to know what kind of future operating models are going to be such that we could actually phase it. So that detail is being worked up, will be worked up so that you can go, with a degree of confidence into a shadow governing body knowing, I now understand where we want to be. We have an agreement about the vision, we have a good view of what our mission is and we have a pretty good idea of where we want to get to in phases. So, what's going to happen in September 2020? What's going on in 2021? What could be? What is the art of the possible here? And there are many options that you could take but that is a decision to be taken with the heads.

How could we manage this, and the flexibility only comes by working collaboratively? Otherwise we're very restricted and there are no more spaces here. If we think across three schools plus all of the work that's happening in terms of the resource spaces, the relooking again about provision, seeing things in the wider jigsaw that Judith was talking about that then opens up opportunities that we absolutely would need to know to ensure the right kids go into the right route. How can we manage that? Their parent carers need to be involved because if you're thinking of any changes at all, even where you'd be expecting a transition, that would need to be fully discussed with parents and most importantly the children would themselves.

I'm sure there is a question about meeting the children. We are absolutely coming to meet children here to try and get the voice of the children and young people going to Poplar as well. Absolutely, it's crucial to get their voice. We were listening very carefully in speaking with the parent carer community - they are absolutely crucial. So, it's impossible to be top down. You know you can't do it, would never fit. It absolutely has to be a collective and it's quite complex. I totally agree with various options as you say and you as governors would need to go over these options. I am happy with that.

Governor 5

Now I can see from September '20, there's a new school on three sites with one Principal but three different leadership teams?

David Paice

The first bit is absolutely right.

If things go well and you are successful in going out to recruit. Usually the job advert would go out in February.

You'll then review applications in March, interview April. Which is doable but tight for a September start. I couldn't start any earlier than that. So that that's why in September 2020 a new school is a suggestion and an aspiration. But in the proposal, we've given us until '21. So, if you're not successful, or collectively are not successful, in getting the Principal that we feel can take us on the journey we want to go on and it's going to slip, we have until '21.

You would move from a shadow governing body with the Principal in a single school across three sites.

Governor 5

What about leadership teams of the current schools?

Governor 2

I don't understand what the shadow governing body is yet.

David Paice

This is a suggestion for the makeup of a shadow governing body.

So, you're still doing your jobs now. You stay exactly as you are being governors, but we would ask that you would put forward candidates to become part of a shadow governing body in addition to the work that you do now. The suggestion is that that would have an equitable makeup from the three schools. So, you would have in this case three head teachers as part of this group and then another staff governor from each school making six. So, there is one from each and then one parent from each of your three parent governors.

And then it's up to you with your skill set collectively. You sit down with the other governors and think well this is what we're trying to achieve. Are we comfortable that we've got the legal expertise? If there's a lawyer amongst you that's comfortable doing that, that's okay. Or do you get HR advice or whatever? If there are gaps in the governance strength that you have you can co-opt people that have those and that is quite standard.

So, you can plug gaps too with the co-opted governors and then you might get what you need. I'm not sure I can make the full commitment but there are certain committees that we would want to put forward as well. And that's where you can have associate members. That's kind of having the full governing body in terms of a shadow governing body would be a suggestion I have to say that when we did when we spoke last week at Rowdeford they went it looks a bit small to me. So, you know we've already had one set of governors...

Governor

Reference regarding the shadow governing body obviously a governing body has terms of reference on what it does for the schools. But what you're wanting the shadow governing body is also to work on recommendations and initiatives innovation associated with it.

So, will it be a new set of terms of reference for the shadow governing body?

The Council (muffled) can lead who comes and advises and does training you might have been along some of the training et cetera.

Judith Westcott

So, they've done this together and they've run the shadow governance. There are templates that you can use as a terms of reference or develop one from scratch if you want.

So, yes you are dead right, you would need to identify there are some things that are kind of a start which was the guidance that the DFE gave about how shadow governing bodies look at that. We can read, and we can understand the bits of advice and support that goes forward.

But from a legal position the governing bodies of the three schools have the power until the school is one body so that all the decisions made by that shadow body have to be to be authorized. When you then have the one school, then you create your full governing body as it is going forward. You may use the same people (from the Shadow Governing Body) or you might say I've done my time, I'm quite tired. Or you may say actually we do want other people? We need different people at this point in time.

Governor 2

Can I just ask, you've got a parent governor from each school, you've got a staff governor from a school and a head teacher from each school? That's clear and then you've got four other governors. Are you going to have an election or you going to say we've got to have at least one from every school or what you going to do?

David Paice

This is for you to decide, these are purely suggestions and you can have a view as to what you feel is appropriate. This is for you as governors to take ownership of.

But individually here, you as a governing body can decide, do we want to have elections or are we comfortable from a governance perspective? I said exactly the same to the staff, if you feel, actually we're very comfortable with our staff representative and X is going to be it and you don't have to have an election, that's your choice. Same here. Really in terms of that view you decide as a governing body whether you want elections or you're very happy to co-op people.

So, for the co-opted it is really important that we get a parental voice and a staffing voice. That's almost a given. And it doesn't have to be four. But you know this will be somebody that's making a commitment and therefore their expertise would be required all the time. And in a full governing body meeting you would want them to be there and you'd want to think that that's appropriate. Every single meeting, they would happen quite regularly. Do we need them there all the time? If you don't need them there all the time, then actually they become associates

because we can have committees set up and they can report back. So, it's about the practicalities of getting people there. Every single meeting is a full governing body that you will then make a choice. But you don't have to have four, that is just a suggestion as to giving a balance because you also want in a full governing body, from a voting perspective and getting people's voices heard. This is quite useful as quite small group, I've been listening, able to listen to what you say, and you are able to have enough time to say it. If it was triple the amount, it might be more difficult to actually have a meaningful meeting.

Governor 2

(muffled) governors and obviously the head teachers across the schools and then you've got this odd number (muffled) I just wondered why?

Judith Westcott

Part of the reason for the odd number is it is part of that going towards being one governing body. So, understanding that you want a degree of equity in terms of the way it is structured, but also you want to say what are the skills because we're going towards one vision and that isn't always about three lawyers. You know you don't need three lawyers' opinions, you might just say we need one and that's all we need. So, I think it's understanding that the skill sets beyond that kind of bit which is about equity is maybe to do with skills that you want to draw in and only you will know as you go forward, dependent on who the other members are and what's actually helpful to you.

David Paice

Yes, so the next bit is and when you've gone from three schools needing to be equitable but then you go to one school, so you are just one school. So, there are no longer three teachers there. There's one and you don't need three staff it's two. So, what we then have to follow is still to have one local authority governor, that's fine, two parent governors. So those key (muffled) you definitely have to have five. Then you've got to have another two to make it quorate.

So, the suggestion here is to co-opt again roughly four but it doesn't have to be four, it can be as many as you like. You have to have at least two or more co-opted governors, in addition to those kinds of guys that you have to have. Seven is often bit too small, people feel, in terms of have we got the right skill set across seven people, so you might have a bit more.

So, my suggestion, which is purely suggestion, is it's there or thereabouts. And again, in terms of committees with specific skill sets at a specific time, there'll be associates as a suggestion. This is being suggested now so that you can reflect on that, have a discussion, have a think,

and then, what I would be asking is for you to consider, would you mind doing the same thing that the heads are doing?

Come and start talking, thinking things through outside of the formality here. It's just regardless of what we do, we have to consider this is a possibility. And you might not want this as a possibility at all, but it might be a possibility. There's certainly a head of steam that thinks it's the best of the options that we had but we also need to think carefully about what we do if we don't. So, there's a whole very good reason for bringing governors of the three schools together to talk informally about potentials.

Judith Westcott

Whatever goes ahead, (muffled) so finding the time and build in that time and because we're talking about such huge, significant changes here. It feels like that's really important whatever the outcome is of how we go forward. We could have waited until the schools' adjudicator had made a decision and lost this sort of 3/4 month period. But we felt actually getting opportunities to start talking informally now would really help all of us so that when/ if we get the green light that actually we'd all be in a better position to say 'we know what we're doing here, we kind of understand what the remit is, what the commitment might be and how we can move this forward'. Not least to say that some of the decisions are quite crunchy, quite soon.

So, if you're talking about appointing a head, you will want to be on board and you will want to feel you know you're looking for the same sort of person.

Governor 4

(muffled) one of my questions, but I suppose that's going to come when the new head, the Principal is going to be appointed. Where is that Principal going to spend the time? Is it going to be at the new site or is it going to be nicely spread out, so this new Principal has an opportunity to learn about all sites?

Judith Westcott

I think it's really important to say that if you look at the way Multi Academy Trusts work now, say, for example, you can have a multiple multi academy trust, the executive head over that group has offices in more than one of the buildings. And in fact they've created a separate site in order to take that forward. So, the executive head having that kind of strategic lead over what does it look like to work together, as a slightly different remit to what you might be talking about in terms of how do we make this site work here and be able to blend those two things together?

And I think as you come together the questions you're going to want to ask yourself about 'how does this work?' and 'how does that work?' when we are together and 'what do we think?' needs to be there. And I do think definitely in the first few years visibility is going to be really important and that's going to be something that you're going to want to feel that you've got regular access to someone to talk to. When you've kind of got used to the conversations you've had, and you start saying I know what it feels like, I know the kind of views that my head might have on this I know what to expect.

David Paice

Is there anything else you'd like to say? Do you feel any more reassured or no, I haven't changed my mind, my position at all? And that's okay too. This is important.

Governor

If it's a hearts and minds exercise by the local authority, it's welcome, if it's genuine but please be aware of the lack of trust we've had over the last four years, you've got a huge hurdle on that but I think if you can get across and it's plausible and it looks as if we will have a say in how all this works and there is a good chance of getting what is best for our children and the school then, yes you can get us on board but it's long way to go.

Governor 2

What xxx says is absolutely right. It's quite hard to have belief when you feel you've been let down so often. But we are willing to work with you as long as we feel that you are working towards the best interests of all the children not just the ones who are here.

Judith Westcott

Thank you for coming. I say a huge thank you for your time here today but also for where you have got everything to. And I know as you say it sometimes doesn't feel like it's made much difference, but you are making a difference and things are changing and they are moving forward. And I would just say thank you hugely for all you give and all your dedication to our young people and children.

St Nicholas School – Parent session at 7:30pm

Judith Westcott

OK. So, we're deliberately sitting here with mics so that everything gets recorded today. I realise that it's a bit clumsy at times but there we are. So, first of all, thank you very much for coming. We do appreciate you've come out of your way this evening and it's really good that you found the time to join us here. We, as I say, are recording and we're recording because everything that we talk about today goes forward to the Wiltshire Cabinet meetings which are council and then it goes on to somebody called the schools' adjudicator, who is many miles away and they will want to know all the things that we've spoken about and talked about. And so, all of our conversation gets transcribed and then sent to the schools' adjudicator at the end of the day. When you speak, I'll hand the mic over to you. It's not as daunting as it seems and by taking on the mic, that's you giving your consent to be recorded. Okay? So, it just helps us in terms of being able to inform the whole of the conversation to the schools' adjudicator.

I'm Judith Westcott. I'm the acting head of Children's Commissioning. David, you introduce yourself.

David Paice

Yes, I'm an independent consultant that has been brought in to support the local authority. I have a background in building special schools. So, I've worked for central government, building special schools. And I've been a Director of Education twice, so I've been in schools. So just additional capacity to help through this consultation period. That's my background. There's a degree of independence, that said the local authority are paying me. So, a bit of independence, I'm not a full-time member of Wiltshire Council.

Emily

I should point out that that mic is not on at the moment, but I picked you up on the other one.

Judith Westcott

You have picked me up? OK. I'm back. Yeah. Is that good? You'll have picked up on the idea that this is the one (holds out microphone) I will hand round, and we've got Emily with us. Emily is learning sound recording skills as we go along. Normally she works as part of my team, mostly childcare work in fact but is helping out here today. So, if that's all okay I'm going to hand over to David and hover by the door for the next five minutes.

David Paice

What I'm going to do is I'm going to talk about that timetable in a bit of detail and explain what that means to you as a parent, parent carers. I'm going to look at this from two angles. There's

the law that we have to go through for this proposal. Any changes to schools, any closing opening new schools, this legislation that you need to follow. And then there's also legislation or guidance around governance of the schools.

As a parent carer, you may or may not be a governor, but you'll want your voice to be heard through a representative, from a parent's perspective. I'm going to talk about the governance of the school too. And this is part of a consultation exercise, as Judith was saying, so I'm going to ask some questions to make sure that your voice is heard, verbatim, every single word will go to a schools' adjudicator and I'll explain why it has to be that way, because of the process. So, if we could just go to the next slide.

The legislations are there, you'll get these slides and you can very easily download that legislation, or we can do it for you. But it's all publicly available on the website so you'll see which bits we're referring to. I'll take you to the highlights both from opening and closing maintained schools and on the other side what you'd have to do in terms of governance, being a governor. Let's go to the next slide. That's it. So that's the document, that is key to this proposal. Flip to the next one.

In that document it talks about amalgamations. So, on that timeline it talks about an amalgamation, you're bringing three schools together as one. Though we'll hear closing schools, this site is (remains) open. So, in actual fact is you're not closing anything at all but by name you are. So, there is a number associated with the school that, for administrative purposes, will go. It will become one school. But in terms of continuity, exactly the same as it is now. This is the same building. So that's a key part. But it's called an amalgamation. A couple of ways of cutting an amalgamation. We're choosing the local authority being the proposer of this because that's what you asked for and particularly staff are more comfortable because it doesn't change their terms and conditions in any way. The local authority is still the employer so there's no TUPE. So, the staff should feel much more comfortable about, that's not changing them in any way, to get more continuity.

But because we are the proposer of this, you're not allowed to mark your own homework because you'd go "that's a great proposal, oh great!" If we were marking, it would go great. Thank you very much. To avoid any bias, everything has to go to the schools' adjudicator. It will be a single person that will be given that case. But they're part of a team of a dozen or so schools' adjudicators who will review the whole evidence of 'is this a good idea or not?' And they will listen because they'll have these scripts, everything you say they read. That's the evidence that goes forward.

So as part of that we're in this four-week consultation window. So, all of September we are seeing all of the schools, all parents like yourself, in the three schools and open to everybody else who wish, feel that they want to put something forward, absolutely. We're collecting all of that opinion and that goes forward. After September though, that's the end of us getting the evidence. But what we then have to do, is pull a report together.

(new parent arrives)

Good evening. I'll just give quick recap, we haven't gone far, we haven't gone far at all. So, I'm just explaining why we're here and that we have to be here, it's a four-week consultation, it's part of a proposal. And there's a timeline which I hope sir that you've seen?

Parent

Uh huh.

David Paice

Great. All I'm doing is going into detail on that proposal and just clarifying it. It finishes at the end of this month. Any questions with that bit of why we're doing, what we're doing?

Emily

Just for the benefit of the gentleman that's just come in (explain) about the recording.

David Paice

Ah good point. Thank you, Emily. The reason we're recording this is not to amplify, there's no amplification of voice. What we're doing is we're capturing the voice file because then we put it into a program and it then transcribes every word that's heard, and that transcription goes completely to an independent body, an independent schools' adjudicator and it's their decision, they will listen. And so, to make sure we absolutely accurately get everything you say, we're transcribing it.

There are laws, GDPR, if you say, 'could I say something?' you're giving us your consent to be able to take that, use that information, process the data that you're giving us for this purpose. So, you know if you want to say something, please be assured that we're going to use it, if that's okay? Yeah. Thanks very much for that.

So, if we head to the next one (slide). My question to you here is, we're talking about this amalgamation, I'll be very keen to get your sense of it. We're bringing the three schools' leadership teams together, having one leadership team. So, there'll be only one head instead of

three heads, bringing together, benefiting from the expertise across the various schools. You're an all-through school, you have primary as well as post 16 here. Rowdeford hasn't, so they're going to get the expertise of the people who have done those things. They're looking forward to that, as positive. So, there's building on best practice about that leadership structure.

There's then, we need more places. We've got money to build more places, there's no space here. There's a perception, there's overcrowding in both here at St Nicholas and also even more so, in actual fact at Larkrise too. So, we can't build on those sites. The site that we got the proposal is for Rowdeford and is 32 million pounds of capital and that capital is not coming from the Department it's coming from the Local Authority. The local authority is saying, we will commit 32 million pounds for up to 400 places on the Rowdeford site. Now you're not closing these sites, so you will still have places here. Hopefully less places. Same space therefore less overcrowding here. How many pupils would come here would be up for discussion but hopefully less than here now. So, they have those that do come, have more space. That's the idea for overcrowding but there absolutely is a commitment to keeping this space open. In addition to the increased number of places available in Rowdeford, but Rowdeford is the only site that we're building on.

And then the final bit of that one is, at a later stage, because we're acutely aware that there is the significant growth in Chippenham anyway that we're aware of. We're now aware that there could be 7000 more houses that might get the green light and that would significantly increase the demand in Chippenham. So, the up to 400 places means that we're going to say, you don't have to go to 400 at Rowdeford, one might think during this process, if that deal goes ahead, might not know for another six months, if it does, then one might think 'well, do we need more provision in Rowdeford?' So it might not be three sites it might be four sites or five or whatever it may be.

But we will come back and consult on that. How many sites do you want? Do you want to go to just one, two, three, four? However many. There's also a commitment to do that piece (of work) too.

But would love to get your thoughts on that. So, the question is, what do you think about that? I'm going to turn this (microphone) on now.

Parent

I'm probably going to speak slightly differently from a lot of the other parents, but this is effectively where we were three years ago, when we started the proposal which is fantastic and I'm absolutely wholeheartedly behind this. So long as we still carry on with choice. Which is

another thing. But I understand economies of scale. And so, this St. Nicholas site becomes a smaller school with fewer numbers but very much more high dependency pupils I can understand that. And Rowdeford would probably move to children on the autism spectrum and things like that. I understand that. I absolutely agree that, going forward we need the leadership team. We're in the implementation phase now. Although we keep on talking about consultation, the Secretary of State said, "go forward". So, we're in implementation, so you need a project leader. So, you need to get the SLT in. And to back that SLT up, you need a very good broad section of governance. So, you need to go out and get those in. What else, what else, what else, what else? Sorry there's so much there!

So, that would be my main thing, get the SLT in and I know it says by 31st of August 2021 but economies of scale mean you're going to hopefully recruit the absolute best and you're going to be paying at the level where you will get experts and beacons in this field. So, that's what I would recommend. So, we don't settle for something that we can get or someone who is local perhaps or someone who's in this area, one of the three schools. If we're going to pay the kind of money which I expect we're going to pay for this because this is going to be looked at by all other rural areas in this country, you get someone in who's an absolute beacon.

The other thing and I know you have not got to it yet is, reading through the 14 pages (referring to full proposal) (it) doesn't talk about MLD very much. So Rowdeford is an MLD institution. OK. Is that where we're going to go, more into the outreach side and MLD pupils are going to be mostly placed outside of the (inaudible) spectrum and supported by the structure or are they going to be taught at Rowdeford as they are at the moment? It was the elephant in the room for me.

You know, I was one of the first, along with the Sherwoods, supporting 'Save Rowdeford from closing' and for us this works quite well I believe. But the MLD side doesn't seem to be very well represented.

David Paice

Yeah.

Parent

Lots of questions there and I do apologise

David Paice

No, no, no. The idea of which of the sites, for which kind of need or which provision where and what sites, is a decision for you, as parent carers, to take a key role in through the governance.

Working and asking the leadership teams, the leader here, Ros here and her leadership team, to play an active role. And I'm really delighted to say that I'm working quite closely with Ros and Mike and Phil now, to think things through of exactly that nature. What might happen here. What is the vision for this. What's the future operating model for the site. We're having those conversations regardless of the amalgamation.

More kids are going to come through. So, we've got some real issues about what's going to happen next September 20, 21, 22. We have, so aside from this statutory piece, there's informal conversations being had and work to grapple with that. So, it's not for me to say what one should or shouldn't do. We absolutely need to best meet your requirements as a parent, your children, your young people. So, working with you, thinking what is better than we have now. And that's going to be an ongoing conversation.

The three schools are working very collaboratively right now. We get a bit of wriggle room in terms of space. If we went through with a proposal, you not only get a bit of space by working collaboratively, you get 32 million pounds to deliver some great spaces. That's a significant capital investment, if we went through with it with the proposal. I do have to say, very few local authorities have the money to be able to put on the table. It is a significant investment that's being made. If that is the collective decision.

I'll come to the governance so that you feel more confident that your voice as parent carers is captured in the governance as it goes forward. So, I will come back. So, I will leave a little bit out, but I will come back and explain that there'll be a shadow governing body, that you will want to engage with, to make sure that they are delivering for you what you feel is right. And then an actual governing body and there's the recruitment of the Principal and indeed the consideration of getting that SLT on board, of which you'll have to be really comfortable with, with what you're looking for in your SLT, to be able to go out to market and say, 'right, I do want to recruit that outstanding CEO or Principal from nationally'.

I'm really excited by the project myself, I don't live here but it's a really exciting piece. You will attract people who are interested in special education. I live in Leicestershire. I just happen to be interested in this sort of thing. So, the opportunity to come down was exciting and I think a Principal would take the same thing, you can look at national and international field. What you are aspiring to here and the proposal is cutting edge. It's really beacon stuff. So yeah, I think I think you will. I just can't give you what that structure would be right now. As a mechanism, a process, the timeliness of that process, we're up-front about that now and I'll come back to that in a minute if that's okay.

Any thoughts on this? OK.

Parent

So, having been born in a large unitary council, Birmingham. Okay so I can understand. We've been really spoilt, actually, with St Nic's because we have a very inclusive, very diverse, very integrated school, where my son is at the higher ends of with severe autism but at higher end is a capability with other children who are, who do not follow the normal curriculum that way. And he can mix with them, play with them, and they can go out into society. So, we've been hugely blessed to have a school like that.

Now. The reason why I mentioned a large unitary council is you wouldn't get that in Birmingham or Leicester. So, in a large city you will have, perhaps within three or four miles of each other, which will come under a multi school senior leadership team, you'll have one unit that will deal with autism, one unit that will deal with SEMH, one unit that will deal with children with very life limiting conditions and they wouldn't mix well. So, economies of scale, you will get far better provision at each site for those specific needs.

But we go against the core ethos of integration, inclusivity and diversity. And going out into the society, trying to reach that panacea. I know, I know, it's a real hard ask but that's really what we want.

Judith Westcott

So, one of the things that we need to do, is to show you how this bit of work fits in with everything else that we're doing at the moment. When I first started at the local authority, I was asked to write a SEND strategy, that comes to an end this Christmas. And if you follow the WPCC stuff, you'll see that there's notification coming out about consultation on the SEND and Inclusion strategy. And that's the real, I think, move forward by the local authority at the moment, to understand about how SEND is actually an inclusive approach and how we build this forward.

So, I'll talk to you about all the things we are doing with Resource Bases, what we're doing with the 239 mainstream schools, with our secondary schools in terms of Enhanced Provision and the extra provision which is coming on board. Interestingly Wiltshire Council has an education department again. We haven't had a specific education department for a few years, it was held underneath other parts of the business. But that is a real driver at the moment, about understanding education is something that happens in our community. We're working closely with our health colleagues, at the point of, not just at birth, but all the way with our kids here, leaving school here and going out into the community as young adults. And so, I think there is a

will. I can describe to you a bit more about how that goes forward but I think it's a really important point that when you talk about economies of scale, you're also talking about the benefits of big and how you can then, as you say, create lots of different versions of 'how do we work together'? And we don't have to prescribe that, we don't have to go down that route of, 'OK, you've got ASD, you're all in that school'.

Actually, we've got choices right now. And that's where, I think, the work that we do with the three heads, at the moment, and indeed the governing bodies, is just so fundamental to saying, there were no assumptions we have to make here about what our 32-million-pound investment and all the work together gets to. But we have to kind of make the decision we're going to do it together. That, here today, is the proposal on the table. We think we're better doing that together, than doing it as three individual schools. That if we can get the senior leadership team talking together, we think we can create more capacity, more innovation, more opportunity for young people. Whereas if we stay as three individual schools or indeed had we gone down where we were at the former stage of, we'll take it all to Rowde, we would have lost that diversity.

Parent

So, if there's anything I'm slightly concerned by, is at a later date bringing the three sites together. As we see year on year more need for places, everyone understands there'll be an extra 400 places but there's also lots of housing development, not only in Chippenham but all across Wiltshire which would go all the way to Devizes and Rowde. I just worry about the massive amount of places that are needed for all special needs children not, not just the ones in these schools but also before they come to school. So, special needs nursery settings, so that they can, you know, transition into school a little easier. We were quite blessed that Springboard in Chippenham, and I'd say, 90 percent of the children who are here, probably went there. And yeah, just like to know what the plans are really going forward. Because I don't see how you can close these sites even in later than 2023. Yeah.

David Paice

You're probably right. It's just that that is part of the proposal. One is acutely aware, absolutely as you say, it's likely demand's going to go up. So, although there is a commitment to go 'could we go to one?' it would seem very unlikely that that is going to be a possibility. But if at the same time some of the other proposals around, if you've had Springboard in terms of very early years, then you have bases in terms of primary that are not special schools in their own right, but elements of special schools are there, it's mainstream. And there's inclusion in mainstream. So, there's a lot of work that's going on to embrace localities, so you don't have to come to a special school. You might be actually very well received in a Base. That might be better, might.

And then there's more of that then you might not need as many special schools, if that works really well. But we don't know if it does. So, there's a scenario that everything comes incredibly inclusive and you move back to the comprehensive, all schools accommodate all children, well then you wouldn't need as many special schools because they are well accommodated in their locality, in the kind of new iteration of Bases. Whether that is in primary or secondary. But that's not where we're at right now. But it might be that. So, we've talked about the next iteration of the SEND strategy which is really focusing on inclusion. Inclusion is the really big push around having an Education Directorate which is significantly around that agenda. The desire is that we have much more inclusion across all schools and settings but proof's in the pudding. So, by 2023 we'll go out, we're committed to by 2023, when you know you've got Rowdeford, you know you've got these. One might go 'well, I think you might need more, rather than less. And the Chippenham growth might mean actually we really do need that. And we're saying only up to 400 places. The growth is definitely in Chippenham or it's in Trowbridge or it's somewhere else but it maybe we don't need everybody going into Devizes or Rowde, we won't go to 400, will go to 350 or 300. Every year, absolutely, we'll constantly look at numbers and think about the phased build.

So, it is a proposal that this is a modular design, phased, so that you can really think 'do we need it, do we need more?' And if it might be, they actually need more schools, therefore we'll have more of a demand over there. So, I can still be sensitive to demand going forward. I mean you just build things and they take a little while to go forward.

So, we're committed to it. Well, we will do this, up to this is possible. We've got that in the bag. But let's see what else happens that changes the landscape.

Judith Westcott

But I think the other bit that that allows for is if we change our mind as we go along, we still can do, if we build modular, it gives us options along the way but we can also say 'what does it look like when we work closely with our Resource Bases?' or 'what does it look like when we work closely with our mainstream?' And indeed, when we talk about our independent special schools, are they able to flex around what they're doing as well? Our main problem, at the moment, is I have about 120 youngsters who will go out of the county to have their special school provision and not all of them need that as because of the degree of complexity. it's actually we just don't have enough here. I don't have enough places to give every child.

Parent

How many of those are in Swindon?

Judith Westcott

It's probably reasonably proportionate across Dorset, Swindon, Hampshire. Our biggest numbers, I would say, are in Three Ways at Bath and at Critchill in Frome. Those and Ninelands, we do use as well. But obviously those local authorities get a bit narked as well with us, they say 'we designed our own places and you're using all of our places, can we have them back please?' So, we do want to ensure that we build so that our children can stay local. And I know a lot of people have talked about well it's quite a long drive to Devizes but it's an even longer drive to go up to Swindon or to have to go to Hampshire and all the rest of it.

And so, we're saying we do really want to be able to build our expertise here in Wiltshire, so that our children can stay in Wiltshire and enjoy Wiltshire too. Clearly if they're right on the boundaries and getting to Swindon is quicker than getting to us, then that's fine, we'll do the deal. There are a number of children on the Swindon border that come over to us. And we do deals with them all the time, where we sort of say, you know, it's a quid pro quo, 'we'll have six of yours, we'll have six of yours'. And that kind of works quite well. But at the moment they're quite annoyed with us because they're saying, 'well you've kind of blown the agreement, you're using more of our places than you used to and taking more'.

And my other problem is, when we use independent special schools, roughly speaking it costs us £50,000 more, just to go into a special school and that's regardless of need. That's just because that's what they charge. And when I think about that, that's £50,000, taking into account a whole bunch of our children are funded around £20,000, I'm thinking 'for every one child I place out, that's two and half children that could be here locally'. So, getting those places is a really important thing and as David said, that's kind of regardless of what we might do together. We've got to do that anyway. We've got to create more places. But I think we're very clear that we should create those places together.

And you should be able to have that conversation about if you are doing that, we can do this, or you know if that's going on, we all need to do a bit of that you know. So that we can understand how it goes forward, so that everybody gets that option. As David said the Resource Bases are also really important because if you're living out in Mere, you might be saying 'actually, I'd rather go to my local school and have high level support there than go all the way into any of our schools' because they feel a long way for everyone.

So, giving those options to parents and children I think is really part of what we're trying to do here.

Parent

(audio loss) Rowdeford site and what happens during that transition period where you've still got some children in this site and the dilution of services that then, you know, for the children that are left here?

Judith Westcott

I think we have to keep reminding ourselves, we'll only do that, if, almost by voting by their feet, people say, 'we don't want to come here' and that conversation or those decisions have to emerge over time. We're assuming, as it stands, at the moment, and that's why we've put this proposal forward, that there will be at least 50 children here. So, we do want to give the option of saying actually there shouldn't be 79 children here because they're all a bit squished and squashed in. We think we should get down to 50 and then this site becomes a great site as a physical building again. Larkrise was built for 48 children, we have 101 children in there right now and that's just not right. That's just not right. So, we do want to create that addition. So, when we have that consultation and that's why we do need to consult on it, everybody needs to be able to have gone with the train. At the moment it feels like there's a load of us standing on the platform watching as the train goes by. We actually all want to get on the train, so that when we get to that decision point, we all can say, you know, 'it feels right. It's the right thing to be doing for all of our children'.

Parent

It's as if you're, if you say, for example, there's a lot of therapy at the new site, then you're in many ways, it's not a choice but you're forcing people's hands to say 'well, I guess that's because my child is (muffled) more of a medical management child and needs therapy so if (audio loss)'. . not really a choice.

Judith Westcott

I think I agree with you, that there's degrees to which there are economies of scale. So, there's a contract we have with Virgin Care, it's not run by the NHS anymore, as you'll know. So Virgin Care run our community care at the moment. There's about £12 million annually invested in that. And when they decide, where they're going to send their staff, they do it by children. So, you end up with a member of staff here, quite regularly, who's in OT on the basis that there were lots of children here because of what it says in their EHCP, mean they get the time. What becomes difficult, is that child out in Mere who might need four or five hours and that's quite hard because then I'm losing time on that contract, in terms of that member staff driving there and back and what's going on there.

So, when we look at the whole of Wiltshire and I contract manage that and it would be part of the SEND strategy, we have to say, 'how do you spend £12 million as best as you can to ensure

that everybody gets the provision that they need?' When we go to Rowdeford, we won't say 'well, we'll move all the provision over there'. It will still be worked out on how many children need that support in that base. Having said that, what we know is, if a member of staff has got to be here for that child, that child, that child and that child, at some point you start saying 'well, that's a day, every week, you'll turn up there on Monday'.

And what we're aware of is, the benefits that come from the conversations held in the corridor, that if you've got an OT, there's a physio and your paediatrician, they're all based on site because there are so many children there, at some point they talk to each other and your children benefit every time they talk to each other, your children benefit. So, they start talking about 'this is the equipment they need but how does that work with their medication?' and 'how does that work with the curriculum that they're doing?' and 'how does that work with their aspirations for Post 16?'

We did put forward; our first proposal was everything on one site because we could see how that was really going to help move things forward. But equally so, that doesn't work with keeping local. So, we've had to say, 'how do we balance the benefits of everybody being together with the benefits of staying local'? Which is why we committed to say 'stick with three sites because that gives you the best of both worlds.' So, you get a bit of both. But I do think parents and young people will get the opportunity then to look at all three sites and say, 'which one works best for me?' I need to make that decision based on what that means for travel. What that means for community. What that means for medical help. What that means for the curriculum. You can look at that and say, 'this is the best fit for me and my child going forward'. Whereas, at the moment, because we've got so few places, actually you're almost in the position where it's 'well, Larkrise is the only one that's got a place this year and that's where you're going, end of story'. And we've got to move beyond that because that's not fair to you or to your children.

Parent

There's no OT on site, there's no school nurse, there's no wheelchair service, there's no continence clinic, it goes on. If it stays open, we need those services back. There're children here with complex needs, ambulances are called here left right and centre and I presume they still, they still are. We need it back. It's not fair.

Judith Westcott

I need you to talk to me about it. So, I contract manage and I need to know these things. So, I've been having a conversation with Ros lately and I've been to all three heads and said 'Please tell me about this' because whether we like it or not, I sit in an office in Trowbridge and I don't know that unless somebody tells me that. And so, I've been saying to Ros, you need to tell

me how many hours you're getting. How many times are people coming in. Now, sometimes that means, because the staff are now doing 'out and about'. So sometimes, it's because they're out in Mere. You know, when they're having a conversation with somebody out in Mere, they can't also be here. So, it's not that, as I say, that we necessarily have a dedicated member staff here. They have their staff team and they come as the need for the children arises. So, but that conversation has to happen because when we develop these services, what we can't do is end up leaving these two schools as the kind of 'poor relations' in terms of what's going forward. So, we have to keep that conversation and again that's why we need our SLT talking to each other and talking to us, the local authority, so that we can change things.

I can't change the contract unless Ros tells me 'do you realize Judith, they're not turning up' or 'they're not here' or whatever it is. Then I can act and then I can evidence, and I can say actually 'I'm not too happy with that. You know, we're giving you 12 million. We'd like our money's worth.' And that's a little naive on the basis that probably all these things cost more than we really want them to, but it does mean we can have the conversation.

Parent

It just seems to me, the school nurse left, and everything went with that. I don't know if anyone else feels the same, but it's gone.

Judith Westcott

They are still visiting but I have to say, I need the hours, I need Ros to tell me exactly how many times they are turning up and what's going on, so that then I can bring the challenge back. So, I've got all that from Exeter House and I was able to take them figures and I was able to show them the hard facts, this is where it's at. And they're now shifting. So now they're bringing it back.

Parent

I think even speech and language has been dropped, a member of staff's gone. To me it's not acceptable. When my son started in 2015, everything was here, this school was right and now I feel, I don't think this is the right school for him.

Judith Westcott

If your children's EHCP is saying that is what they need and that needs to be what's delivered and, you know, David and I would both accept money is really tight, money is really hard. You know, there's never enough money to go round. You know, despite what the Government's just been telling us about the huge millions, it is really tight. But that doesn't mean to say we can't be creative and prioritize and ensure that the right children are getting the support that's needed.

And we need to be able to keep working on that. And this project, the weight of having the SLT, this big school. When you were talking about the weight of being big, that is really important. Sometimes, you've got to come in big to be able to negotiate at the table and say 'actually, I'm not just talking about 60 children, I'm talking about 400 children who aren't getting this. I expect you to change.' Being able to have that negotiating power at the table and to have that executive head/principal in place, who actually knows how to have that conversation and is used to having that kind of conversation about big levels of service and can demand and say 'Actually, I expect to see the speech and language therapist here, onsite, in base, three days a week'.

David Paice

And I've got some other questions, if I may. The next slide. There are a number of drivers and it would be really helpful just to get a sense from you as to which are the most important.

So, there is a clear need for places. So, that was a key driver. And to reduce overcrowding here. Also, we talked about improving standards with a unified team, bringing everybody together, appreciating and building on what goes bes, across three and sharing that best practice. That was key driver.

Also, it's not just here and the other two schools but all schools and settings. So, big push to do more outreach, to empower all areas to have great schools, more inclusion, Bases, developing our enhanced learning provision and secondary. That was a key part of the work here. So, it's pushing it out. So, within that there's professional development, that's a key part, not only professional development for the staff here, to be able to share best practice so they can all do the very best for your children but also supporting staff development outside in the Bases, in the Enhanced Learning Provision, in mainstream. So big, big, push on professional development.

(We've) just talked about health and care and to ensure that that's enhanced too. The Bases, and we'll come and talk a little bit more about that. But, there is a particular look in secondary around replicating the Bases that work well, seemingly in primary. To have a similar sort of model, where more students are having a dedicated base at secondary. So, there is thinking about Bases and how the work that you do here can support that. And then finally Post 16 provision. So, the proposal is that on the Rowde site, got Post 16 provision here, and is popular here as well, but in addition to that, you're not going to close, but in addition to that there'll be an extra provision on the Rowdeford Site too.

They were the main drivers. What do you feel is the most important that we need to either, it's not been addressed, or we actually need to build on that, that's key?

Parent

You mentioned the increased access to health and care support in schools and not just here but when you put it in the Resource Bases, 100 new places, brilliant. I have a massive issue with Resource Bases. I live in Calne which is a large town, which has two policemen. So, if we were in New York with 14,000 people we would have 78 policemen. This is how we do things in England because we are rural. Okay. There is one Resource Base, in a very underfunded school. Which is where my youngest is at. We can't use our primary school Resource Bases as a template. They need to get better and secondary schools do need it. Everything else feeds off this. Because more the teachers know about SEN, and it's very, you know, once you've seen one autistic child you've seen one autistic child...

Judith Westcott

I don't know if you're aware but teacher training, they get one week on SEND. And when you think about the spectrum of needs that go...

Parent

Postgraduates, that can be reduced down to a one-day course.

Judith Westcott

Yeah. And when you think about how diverse all your children are and how different they are and being able to ensure that, actually, we bring far more training available to everyone so that our kids are getting the support. I think it's such an important point. You know, some of our small schools, they may only see one child with ASD and then they don't get another child for three or four years.

By then all the staff have changed, all the teachers have changed and all that expertise, even as small as it was, has been lost. And then if they get a child, say for example, with complex needs around cognitive difficulties, they're going from scratch again. And so, I think it's really important that our schools are able to offer that outreach, there's so much expertise here that needs to be built upon and shared in a way that doesn't mean these children lose out but actually means there is that inclusivity going on all the time.

And I have to say there's something also about our special school teachers here spending time in mainstream to understand what the difference is, you know. What was that experience like? Because at the end of the day all your children will grow up and become young adults and they will be out in society, meeting, spending time with all those kids and they've got to be able to do that and enjoy that. And that will be a positive part of becoming a young adult. And we want to

be able to ensure that our teachers get that and remember what it feels like to be working with children who don't necessarily have SEND.

David Paice

Any other thoughts on the kind of priorities? Thank you.

Parent

I'm lucky enough to live with an autistic person and I work with them as well. I work at Springfield and I've been there for nearly three years. I'm looking at doing teacher training myself, so I know autism, I know the children, I know what it's like. But Resource Bases, the children we see come in to Springfields are mainly from Castlemeads or the Manor and that placements have failed, and they've missed out. On national education, reception education, because they're misunderstood, and people don't know how to deal with their additional needs. So, I believe that, it says there, invest in Post 16 special education, that you need really before school and then these children who are Resource Bases might benefit. From just going straight to a special school or the children who, you know, could go to a special needs nursery and then thrive in a Resource Base instead.

Judith Westcott

Well quite. Okay. I do think that is such an important point, such an important point in terms of, we're about to start a piece of work which is an inclusion strategy, SEND inclusion strategy. I'll show you a slide later. Actually, it goes right down to every school feeling that the children in their community are theirs and that actually they're welcoming and open an understanding of the wonderful people who are children with ASD. And I think we've still got to do that cultural change across the country which is understanding, that it's okay to be different.

Not only is it okay to be different but actually you bring something unique and different and amazing into our community because you see life different. My own son has dyslexia and it's fascinating whenever I do a challenge with him and I do a piece of work and I try and explain to him how he should go about that piece of work and he comes at it entirely differently and comes up with entirely different approaches. We need that community, we need that diversity in our lives. Sorry, I'm a bit passionate on my part.

Parent

My child is kind of more complex medically and I think it's not forgetting that. I think there's a lot of discussion about Resource Bases and that is something that is not appropriate for my child and it's how his post 16, for him, what's that going to look like? He doesn't really fit. He's taught in a class where he's the one with the physical needs but nobody else is and that works very

well. But he does have medical needs and physical needs and how that looks. Because he's kind of at the end of his education really.

Judith Westcott

Important to do preparation for adulthood, as well you know.

Parent

Who knows what that will look like.

Judith Westcott

Yeah. Yeah. Being ready and what that involves and that's why we need to be working with our colleges, Wiltshire College, with Fairfield and with our own schools, to ensure that we're offering children those opportunities which really do enable them to have a great life. At the point at which they leave schools rather than just a sort of, well, you know, we'll putter around town a bit actually. There's so much more to life than that.

Parent

I have a concern which relates to the Post 16. Obviously, we're looking that we need to increase our schools to take on more children. At the end of that, we're going to have more again, at Post 16. So, then we can come to another problem. Where are they going to go? Fairfield has upped their numbers this year.

Judith Westcott

Absolutely. And that's where we need to work with our adult colleagues as well. So, we need to work very closely with adult teams, to ensure that there are great opportunities going forward for our young people. And so that's the other part of the conversation we're having, which is saying, it's not just about inclusion, it's about preparation for adulthood and preparation for adulthood is not just something you do with your lead worker or with your SENCO here. It's actually about stuff that we need to do. Your local authority, how we work with our health bodies, how do you ensure that you know your son is able to continue. So, things like, you know, if they've enjoyed the pool here? How do we ensure that you continue to get access to the pool, if they've enjoyed certain sorts of therapy, how to ensure that that continues to ensure that the mobility is kept as good as it can be? All those discussions need to go forward and that's why putting this in context and again, going back, I know I'm banging on a bit, but the senior leadership team is actually able to come and have those conversations, as opposed to just being a small voice in a big sea.

David Paice

Yeah. Okay then, I'll move on. The next one after this is the governance, that I'd just like to explain. So, these are these are the dates. If this is business as usual up until Christmas, actually in terms of what's the provision here? This is open. It's continuity of provision. Business as usual going forward but we just we don't get the green light. So, that is, I think I mentioned until Christmas, in terms of, is where this is going to be an amalgamation or not.

We absolutely are planning for, if not, what else? So, having conversations right now with three heads, Mike, Ros and Phil to think through. Where are the next cohort going to go or what's the provision happening? But it'll go in November, the cabinet make their decision. And as it was previously, open to the public, full Cabinet meeting, paper presented. They then say 'yes', they're happy with this or not. If you're making lots of objections, then they might reconsider. Seemingly, we'll move forward on that basis.

Then we have to go to the schools' adjudicator, so we're then at Christmas time. Thinking that through, after Christmas then, we're likely to be into a position where, we are going to plan, how do you bring the schools together? How do you amalgamate? And the key bit there is your school is business as usual. So, the governing body, your parent carer representative on the governing body here will stay doing that. This continues as usual for the whole year. But there will be some request to say, well, could you put forward a representative onto the shadow governing bodies and only going to be a representation here?

You'll also have representation, equitable representation, you as parents here will want to have representation on this shadow governing body, for the single school, getting ready for that. And, if I just flip to the next slide, it explains the kind of equity bit here. So, a parent from this school is on a governing body, there's one from then the other schools as well. And then they'll have staff represented in exactly the same equitable way. So, the head, as a member of staff would be there and another member of staff from St Nic's together with the same from Rowdeford and the same from Larkrise. So that's completely equitable then. Might not exactly be the same person but same number. There is just going to be one local authority representative. Then you have a situation where you go, well, what are the skill sets that we need to make this work? How are we going to think it through? So, then you have the co-opted governors in addition to that. And this is purely a suggestion. So, you might think, 'oh I might want more than that'. You have to have seven. We've got more than that. You might want slightly more co-opted governors, or you might want to go, well, 'I don't need them to turn up every time because this is the governing body'. You turn up to full governing body meetings but you might not be there all the time but it's really important that for a period of time, for a particular focus, I will set up a committee to really think that through and come back with a proposal.

So, then you have associate members too and that's for discussion. So, you need to think about who you want to represent you on that shadow governing body. They have a really big job to do, in a really quick space of time because we need to get the Principal on board by April. So, this is January to April. You've gone from no shadowing governing at all, to we know exactly what we want. Really confident of what we are looking for, for the combined three sites, as they're going to be in 2023, how we're going to operate it, what the curriculum could be like, how we're going to manage that.

With the new site of up to 400 plus here. What might that look like. So, you each have thought that through which we have a bit of work to be doing thinking that through now, so that you can go into the shadow governing body hitting the ground running because we would have to then have either elections or what the terms of reference to make this right. That's January. Then confidently being able to put a job description out by the end of February because you need to give people four weeks' notice to go apply for the role and then have all of the applicants considered. You'll want to interview them in April because they can't start, assuming that she or he is successful, in April. They couldn't start until September. So that's the earliest that we can start. And that's the aspiration. We want to start fresh, this time next year, it'll be one school, single leadership team, Principal in place. Exactly what you said, you've got to get your SLT on board as quickly as you can. So that is the desire. The proposal though is, we give ourselves, up until 2021.

Say you're not successful, if you don't get the Principal first time round, you have to go out again and then they couldn't start until January. So, we've just given us a little bit of wriggle room. But the aspiration, if you were able to work through now, thinking through what you want, in exactly the way you were saying, we need that clarity, if we can make that really clear and start thinking it through, that is, that's the process.

Judith Westcott

And there are options then because obviously when we talk about the senior leadership team, it's not just an executive head or Principal. It's also going to be about what does the assistant head, the deputy heads and all the rest of it and they might want to do a reconfiguration. So, there might want to be conversations about, actually we'd like a health lead in our school, as one of the assistants, we might want a social care lead or whatever else. So, it's that choice. As David was saying, there's actually quite a lot of quick work to be able to say, 'what does this look like?' so that we can afford it. So, there's the whole revenue situation they've got to do but also, more importantly, that the vision that everyone's talking about, can actually be led, not only by one person but by the team that is now across the three schools. We expect there will no

doubt need to be some sort of sense, a person, of who you talk to when your child comes to St. Nicholas and this is the person you talk to at Larkrise. That has lots of permutations of how that might be achieved, going forward and how that conversation works. And so, it's quite a lot of work to achieve in quite a short time.

(Parent apologises for having to leave).

David Paice

I'm conscious that I may have waffled a little bit, but that, that's key. Any thoughts on that bit, the Shadow Governing Body? All right. The only change I'll mention now, I'll be super quick because we've almost run out of time, I'm happy to stay on as long as you like. The actual governing body, because there were three schools, equitably represented, that's why you had quite a high number of staff. Now you don't. It's one school, back to a standard model. Where there are five key roles and proportion of those is, one Principal, two parent governors, one staff, one local authority. That's just the nature of what you're going to have to work with. Then you can co-opt, I'm suggesting for that, but you might well have a different number, too big and you might, we're having a great conversation here and you can feel that you have your voice heard, get to triple that number and it's quite difficult to do it. So, I wouldn't recommend lots of co-opted governors but that's for you to consider, so that you feel that actually the governors are representing your views.

You're okay with that? Brilliant.

We've talked quite a lot about the jigsaw, just conscious that we've almost finished but there's a lot happening to change and enhance special educational needs and disabilities and all inclusion agenda is writ large. So really, it's a matter of asking, what do you think? Any more thoughts?

Parent

I have to say [name of parent] and I have both been very heavily involved with Springboard in the past. [Name of parent] carried it on with Springfield Academy.

Parent

I am the treasurer now for Coral Cove playgroup which benefits special needs children, but it's actually designed to, it was set up by Wiltshire Council originally to benefit mainstream children, working with children with additional needs. So, we're still very heavily involved in it. However, I'm also involved with the specialist district special and they are desperately struggling to recruit the right people. And that's the big problem. I don't mean Springboard, but I mean (muffled)

people like that. I think. Personally, I do believe that the authority needs to get involved and actually do some scrutiny.

No names mentioned but I know the staff turnover is because of the wrong staff, because they have to just take what they can get.

Judith Westcott

Yeah and that is hard isn't it. And I have to say, when we talk about the big picture, one of the big pictures that we have to take into account in Wiltshire is, if you look at our population, we are skewed towards 50 pluses quite considerably. That makes it really hard then when we're wanting to, not only that we kind of don't attract the 20 somethings, when you go and do your OTs training in Bristol, that's where the training happens, we don't have a university here as such and so a lot of young OTs and speech therapists say, 'I'll stay in Bristol, thank you very much. That's where I was trained, don't particularly want to come into Wiltshire'. I think it's a real issue that we're not going to tackle on the basis of any individual service because it's so much bigger than that in terms of how we really do work with trainers, with recruiters, how we support, how we do CPD, how do we enable people to get involved in the services that we run, and dare I say the word, the Brexit word. I think at the moment it's particularly apparent because we have lost a lot of sort of other folk who might have been working with us.

Parent

They get into this role, not just because it's there but because it's a vocation. Yes, because it means something. So yeah, yeah, I do understand. I also do rugby refereeing. The demographic of my referees, I appoint them, is 50 plus. I need younger guys and I go over to Bristol, Banes, Somerset, everywhere that's got a university, even Dorset and Bournemouth. They've all got younger people than we have, Wiltshire is just, but then we have this huge hole in the middle with the plain, with the Army.

Judith Westcott

It could be quite interesting what the Army does, you'll know we've had Army rebasing this summer. So huge cohorts of the army coming in. Now that may be to our benefit in the long run, that's bringing younger people in, who are enjoying Wiltshire....

Parent

It only brings in £300 per year, per child, for service children. But you could ask them for a direct cash injection?

Judith Westcott

Yeah. Well we have. So, and that's been really good. We have had quite a lot of new money but because of the army coming in, so they've built schools for us, they've given us funding for SEND. We've also had the benefit a whole bunch of childminders.

So, we've really up in number of childminders that we now have in Wiltshire because a lot of the wives or in some cases husbands of Army representatives coming over there wanting to find jobs and they're wanting to find work that fits around their childcare needs. So, I think there are some possibilities, but I think you did right in saying you can't look at this in isolation. We've got to look at the district specialist centres. We've got to look at the colleges, we've got to look at what the health visiting service looks like.

Our Children's Centres, in particular, speak about the Rise, Children's Centres have been enormously important to us, in being able to work with particularly vulnerable families, at a very early stage. Because, as you know, it's one thing to have a child with a history but it's even harder when, actually, your family is really struggling as well. And, you know, you don't feel comfortable with the way things are in the first place, so I think really being able to layer up that support is very important.

David Paice

Any other thoughts?

Judith Westcott

It is getting late; the beeps keep telling us. (audible beeps in the background)

David Paice

We might be stuck here until tomorrow! Has that been useful?

Judith Westcott

Now, you'll be aware that online you can also (have a) say. We have captured all that that you have said, and I know one or two of you have done lots of listening and nodding but maybe not said so much. So, if you do want to say something and we would keep saying you don't have to be positive about this, you don't just have to say, 'we like this idea', you're very welcome to talk about the things that are worrying you and that need to be looked at going forward as well. Because as you say, it's only through having the conversation that we get to do something about it.

Parent

Since September and my son's class has dropped to two members of staff and I'm not happy about that and I don't know if that's because people don't want to apply for jobs here because they're worried. But to me, you know, this school needs more staff.

Judith Westcott

I think the hardest thing for staff is uncertainty, so they can cope with knowing that, 'okay, you're telling me I'm going to have to work somewhere else, I'm have to change my job or I'm going to be working with different people', they can cope with all of that. What they really don't like is, we have no idea what's going to be happening to you in a year's time. So that's one of the reasons we kind of separated out the decisions, about buildings, from the SLT, by bringing people together I think we can start. It's quite interesting talking to the assistant here, he was sort of saying, 'actually, this is a career opportunity for me. I can see how this gives me new choices and builds my career and now I want to stay'. In a way, I think, we wouldn't have had that a little while back. So, I think going back to [name of parent]'s comment in the first place, the sense of being in the implementation phase, actually here and now, by making these decisions, we are helping our staff to feel good about being here.

Thank you all for coming. Thank you so much. And you know, I do appreciate you coming out and the time that you've given. It really does help us, and it will help and ensure that we get decisions made. So, thank you so much.

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SPECIAL SCHOOLS PROPOSALS (19 November 2019)

APPENDIX 4:

EMAIL RESPONSES TO CONSULTATION

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8)	30/09/2019 from Chippenham Town Council	6

1) 17/09/2019 from Rowde Parish Council

A resident has raised concern with the Parish Council regarding travel arrangements to the new proposed Special School at the Rowdeford site. They have requested that a condition is made that taxis are not permitted to use Conscience Lane to travel to and from the Rowdeford site. This is a one lane road in many places, passing is difficult and it is already heavily used as a cut through from Devizes to Rowde. The road infrastructure could not take a large additional volume of daily transport.

I hope that this request can be passed on. Thank you.

With kind regards,

2) 23/09/2019

To whom it may concern

I am somewhat concerned that local SEN schools are going to be closed in their area. It is well known that local small schools perform much better than the larger set up school, there is less likelihood for any child to be 'lost' within a smaller set up and individual needs not overlooked due to the pressures within a larger school.

I have either worked or been associated with Larkrise school since 1983. I have seen the coming and going of lots of children through the school. Sadly also some children who have passed over before the conclusion of their education with the school.

It's comforting to know that all staff know each other and all staff know all the children and we all follow their growth within the school. This means we also watch them for any problems as we see them in the school each day. This allows the staff to pick up on problems, big or small, that any child may be suffering at any said time that perhaps might have been hidden within their present class. I.e., a sudden limp or withdrawal of play, eating habits changed, saddens, anger even down to safeguarding where children might confide in you because you're such a familiar person in its day to day life etc..

This close watch of Pacific children will I fear get lost in a large and what will probably be a very impersonal school.

Travelling:- now already in Larkrise along we take from towns around Trowbridge and as a past PA for county from the 80's to the 2010's I feel I know a great deal about this process. One doesn't just 'load' as I've heard it called, on a transport be it a taxi with no PA or a mini bus that can carry, in my experience, one to three PAs on one bus for children displaying various problems. What I'm trying to say is Trowbridge and the surrounding towns that we currently take from already have long enough journeys each day, this in itself tiring for the majority of children travelling in this way. I'm sure I'm speaking also for St. Nicholas's when I point out these problems, so why are county planning to extend the travelling time for these very precious children with a wide range of problems (seizures, oxygen users, not to mention behavioural problems) I know all of these problems have been mentioned in a previous fact finding but completely ignored by the powers that be it seems.

These are just a few reasons why the three schools should be continuing to be independent of each other on their own sites where they are at present.

- Less stability for some children
- Longer travelling hours
- Less active learning through tiredness of travelling, not to mention more home problems with sleep patterns.
- More illness both children, parents and staff possibly. Already this is a high stress area to work and live in.
- Higher transport costings.

•One thing I haven't mention is that our children at present stay at school until 19 you are reducing this to 16 and then expecting them to return to their own area for further learning experiences if possible, but with college places already in very short supply can you have it on your conscience that lots of these children will have no placement and no future other than spending their days at home with little or nothing to do?

Sen schools must remain as small and as dedicated as they are at present so the best possible experience in learning for these children are achieved..... please, please think of the children's future and opportunities rather than your costings. One cannot nor should not equate these wonderful children to a costing on your spreadsheets. They're are human, they are of great worth to all of us, why are they not to the people trying to take their rightful needs away from them?

3) 25/09/2019

Dear Sirs

The pupils at these schools are medically, emotionally and environmentally vulnerable. Their parents/careers have had an immense struggle to help them to reach school age. Their ability to be cope with separation from their families is likely to be compromised, their ability to travel and to learn is also compromised. Much as I appreciate that Wiltshire is trying with a limited budget to cater for more of these children I reject that the answer is to ship them across the county to one large school. They and their families have an exceptional need to feel safe and secure and hopefully then to help them develop to their maximum potential. This is best achieved by continuing to let them access their local, community neighbourhood school with specialist provision.

4) 27/09/2019

Dear Sir/Madam

I am writing to express my views, as a parent of a child with complex needs as the result of a rare genetic syndrome, and as an early years practitioner who has worked as a 1-1 with several children with complex needs within a mainstream preschool, on the future of special needs educational provision within Wiltshire.

I think that from the early years through to post secondary 16 year+, the lack of choice for children with SEN makes it very difficult to access a good education for children with SEN, and does not reflect the wide range of needs that the 'label' SEN encompasses.

I believe there are a large amount of children who 'fall between the gaps' within the education system.

I think that alongside the lack of specialist provision, there are also difficulties in the way that mainstream settings (including those with resource bases) manage 'inclusion'.

The idea of resource bases or outreach (where children with SEN attend a specialist provision part time for inclusion sessions) seems to be a popular one, and on paper seems like a fantastic way of ensuring an education for those children who fall into the enormous gap that seems to lie between mainstream provision and specialist provision (ie those with mild to moderate learning needs, high functioning ASD and complex needs alongside average IQ)

Unfortunately I think it is a flawed solution.

I think there are many children with additional needs who may be able to 'cope' in a mainstream environment, and others who will thrive. However, I think there are many children who, despite being able to access some of the curriculum, will find the environment of a mainstream school, too fast, too bright, too loud and ultimately overwhelming. The focus in many mainstream establishments is out of kilter with the needs of many of these children, who may have physical, emotional, communication, behavioural and sensory needs that need to be met before learning and even start.

In the case of resource bases, the experience we have had with our son in a complex needs resource base in a mainstream primary, has highlighted just how tricky this kind of provision can be for both the children and the school. With the resource base becoming a separate entity to the mainstream classes, by necessity of the needs of the children. If the resource base is to fulfil its remit of inclusion, the children then have to manage several transitions through their week, into mainstream classes where they may be isolated with a 1-1, in an environment that conflicts with the environment they work best in.....the resource base. In our experience, this constant change and the need to be constantly pushed into a mainstream environment has been extremely detrimental to our son's health.

The difficulties of outreach in order to fulfil inclusion aims are :

The aims, ethos and culture of a mainstream establishment are very different to those that a specialist provision may have.

Children, many of whom will have specific difficulties with change and transition, will be expected to cope with different environments, different groups of children, travelling between sites, different teachers, eating in different environments, and dealing with the very different cultures that develop within schools.

For children who struggle to socialise with peers, they will have to deal with two sets of peers, who may be establishing friendship groups whilst the child is in the other setting.

If a child is struggling in mainstream - due to class size, noise, crowded corridors, sensory issues etc - to expect them to switch to an environment where they don't struggle and then have to return to the environment they find difficult, could have a very detrimental effect on their wellbeing.

I don't think many people would want this level of change, and inconsistency for their 'mainstream' child, but it seems the expectations placed on children who struggle with these things day to day, are expected to cope.

I hope when considering the future of SEN provision in Wiltshire those who will be deciding how it will be shaped, will think about the above and in placing the child at the heart of their plans, consider the needs of all children whose lives will be affected by the future changes

Yours

5) 29/09/2019

Dear sir

I am writing to say how important I believe it is to have three sites, even if it has one leadership. Experience in other countries has shown that provision in local communities for

children with special needs significantly improved outcomes. Building on Rowde's expertise makes sense and I support the investment in the site.

6) 29/09/2019

These children need to be educated locally. Children with special needs do not like change and would find it disorientating to be travelling further and going to a different school. Also it must be better for them to be near their homes in case of emergency if a parent is needed. It will be more costly to transport these children to schools out of town. It would make it more difficult to transfer them to mainstream education in their own town which I presume would be the long term aim for most of the children. It would be damaging to the environment. Wiltshire Council has a responsibility to reduce climate change emissions.

Any decision of when and how a transfer to a single site school might be made in the future must be made by the parents and the authorities jointly.

If anything, we need to increase special schools not close them.

7) 29/09/2019

I have no direct involvement. I am 75 years old. My children have no disabilities, are now middle-aged, have children of their own, also without any disabilities, none being educated locally. I have much sympathy for disabled children and probably more so for the unfortunate parents.

Significantly disabled children are best educated at schools reasonably near to their homes. Local school sites should remain. I am dubious about the concept of a new central school on one site. It would inevitably mean increased travelling for many. Likely increased overall future requirement seems better done across several sites. Again, it is reasonably obvious, for lots of good reasons, that transport should be minimised. .

I believe that special needs education requires much compassion.

8) 30/09/2019 from Chippenham Town Council



Wiltshire Special Schools Consultation
specialschools@wiltshire.gov.uk

Monday 30 September 2019

Chippenham Town Council Response to Consultation

Dear Sir or Madam,

A meeting of Town Councillors was held on Wednesday 25th September to consider a response to the Statutory Notice on the intention to discontinue three special schools; St Nicholas School, Chippenham, Rowdeford School, Devizes, and Larkrise School, Trowbridge.

As a result of this meeting and in consultation with my Councillors I have been asked to respond to your request for comments. The Town Council objects to the closure of St. Nicholas School on the grounds of the following:

1. Social Inclusion

Councillors are of the opinion that the majority of St. Nicholas students are from Chippenham and that they should be educated alongside their peers and not separated by having to travel to a school outside of the Town. The Council are of the view that special needs children should not be treated any differently to mainstream schoolchildren and should be educated within the Town.

An integral part of social learning of students who attend St. Nicholas School is that they derive from the community within it. This is due to children being recognised in the community by their peers and others and is an example of how children are learning to live their lives independently.

2. Transport

The Town Council has noted that the existing transport budget is under considerable pressure with increasing costs to be met from a reduction in overall budget. The travel time as set out in the proposals ignores pick-ups and that vulnerable children will be travelling further which in some cases exceeds the recommended maximum travel time as set out by Central Government.

Chippenham Town Council
The Town Hall, High Street
Chippenham, Wiltshire
SN15 3ER

01249 446699
enquiries@chippenham.gov.uk
chippenham.gov.uk





St. Nicholas School currently offers children the opportunity to get to a range of activities within walking distance. This would not be possible at the proposed new school in Rowde.

Finally, the Town Council feel that access to the new school would present a number of problems including congestion, increased pollution/CO2 emissions and other infrastructure costs that have not been fully considered. In addition visitors, volunteers and other professionals who need to attend St. Nicholas School will undoubtedly be put off from attending the new school due to the longer journey time.

3. Resources

The Town Council is aware that some of the students who attend St. Nicholas School have profound, life-limiting conditions and there is often the need for a parent or an ambulance to attend the School quickly. The location of St. Nicholas School is very close to an ambulance station and clearly such emergency services would take considerably longer to attend the new location in Rowde, should there be an emergency.

There would be considerable disruption to the teaching and pastoral care staff of St. Nicholas School should services be transferred to Rowde. It is questionable whether the current resource team including volunteers would relocate such a distance given the cost to individuals. It is also questionable whether there is sufficient population in Rowde to support the new school in terms of teaching/pastoral care staff.

Councillors noted that the hydrotherapy pool at St. Nicholas School was funded and supported by the people of Chippenham including numerous businesses and a large charity. It is unclear at this point whether the combined demand from three schools into one at Rowde would be able to provide sufficient hydrotherapy pool facilities.

4. Finances

The Town Council wishes to question whether the proposed budget of £20 million to provide a new school is realistic. Given comments already made on access roads and local infrastructure considerations it is questionable whether £20 million is an accurate capital figure to provide what is such a specialist school facility. In addition, the running costs of any new school should be brought into the decision making process.



Finally, Councillors provided the following comments against the new school proposal;

- Chippenham has unique support services including the hydrotherapy pool, Chippenham Borough Lands Charity as well as the funds and support for the School over the years through minibuses, improvement in equality which is not available in Rowde.
- The size of the school is important, with a smaller more intimate school being preferred.
- The large size of the new school would have to take into consideration the size of the car park and infrastructure to support this.
- The finance and running costs of the new school have not been detailed. There will be wider social and economic costs.
- The disruption to pupils who would have to move may cause psychological and emotional harm which could take months to overcome. To face different staff, and longer journeys. The transition from primary to secondary school is big anyway but increased with special school children.
- The location and access of the new school would affect the resources available to the children including activities and health services. The access is currently on a bend in the road and traffic would be greatly increased.
- The increased distance to the new location would have an impact in situations where a child is unwell at school and the child needed to be collected to return home.
- There is a good existing relationship with mainstream schools in Chippenham.
- There are better outcomes for special schools children when they are situated within the community
- The increasing number of children with Special Educational Needs and Disabilities (SEND) which means the present schools have run out of space.
- Councillors are minded to recommend that any future housing developments within the town should include consideration of the needs of the increasing number of SEND children and lack of local facilities with special reference to infrastructure requirements.

Yours sincerely,

Mark Smith

Mark Smith MBA LLB (Hons) CMgr FCI FSLCC

SPECIAL SCHOOLS PROPOSALS (19 November 2019)

APPENDIX 5:

PUPIL FEEDBACK

Sessions led by David Paice (Interim Head of Special Schools Transformation) and Sarah Banks (Senior Commissioning Officer, Voice and Influence) Wiltshire Council

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St Nicholas School Pupil Feedback Session - 24 September 2019

Approximately 10 young people, who represented a cross section of the students in the school, were asked:

1. What do you like about school?
 - Singing, class, my friends
 - Attention Autism - program designed to help young people with Autism (staff response)
 - Cooking, music, computers
 - Like my I gaze iPad – it let me talk
 - Hydro pool therapy (swimming) – outside shopping, garden, outside space
 - Olympiad – like going there, swim in a bigger pool, also to use the gym as well
 - Outside activities, park, cafes, on the bus, morrisons supermarket
 - Like 'Pitstop' – a charity that supports the school
 - Like Morrisons – funding new toys for school
 - Going horse riding
 - Like walking
 - Gardening – flowers, vegetables, we grow and cook with them
 - Building bug hotels
 - Longleat visit each year
 - Outside space – but need more to run and play football
 - Storage – enough space for everything and future proof it (staff response)

Staff also gave feedback:

They made us aware of Hardenhuish (neighbouring secondary school) and the links St Nicholas has with them....

- PE, Summer go down to them, Paralympics
- Mainstream students – work experience
- A Level student – designed PE activity and St Nicholas students took part

Poplar College Student Feedback Session - 24 September 2019

Approximately 11 young people, who represented a cross section of the students at the college, were asked:

1. What do you like about school?
 - Working – maths – Money/shopping and food for dinner, cooked own dinner - pizza - Spend money on cakes and chocolate
 - Like the bungalow – clean bathroom/skills cleaning house, learning how to keep house
 - Duke of Edinburgh Awards – camping, volunteering , school worked with little children/care homes
 - Olympiad – gym swimming (skills regarding travel training, washing dressing etc)
 - Woodwork – making things, coat pegs, sand it down
 - Bath Rugby – 4/6 week slot – coaching aligned with Poplar College
 - Acting – enjoys
 - Sensory activities – feel and sound – allows choice and control of action
 - Hydro pool
 - RSPCA – volunteering to help raise money for them
 - Raise money for community – local children hospice
 - Goat acre Farm Local Farm visit – work skills / clean out the animals
 - English/Maths session – sensory support to learning
 - I pads and Igaze
 - In school café – make cakes/tea/coffee and sell
 - Enterprise – make goods – they get invited to Emery Gate /MOD Corsham and two other venues before Christmas to make
 - Transport to get to college – George, don't like it
 - Writing – letter and classroom learning
 - Safe Places – supporting shops to understand what this means

2. How could Rowdeford be better?
 - Essential having a post 16 option
 - Work skills
 - Vocational qualifications – hairdressing/beauty/etc....
 - Community interaction
 - Transport – public transport needs to support locally and/or owned bus
 - Community coming to you – Enterprise
 - Duke of Edinburgh – suitable support from staff and learning needed for reasonable adjustments

3. How could making links with Wiltshire College help Poplar College?
 - If reciprocal agreement – fair exchange
 - If not – they get asked for money for the sessions
 - Needs Agreement at a higher level – Strategic between the colleges
 - This would benefit inclusion

Wiltshire College - Health and Social Care Students ask to do work experience with Poplar

Larkrise School Pupil Feedback Session - 25 September 2019

Approximately 25 young people, who represented a cross section of the students in the school, were asked:

1. What do you like about school?
 - Playground – to be with friends
 - School Trips – zoos etc ...i.e. Annual visit Longleat each year – every student goes
 - Safe places – town centre
 - Holland and Barrett – students visited this shop and she said she would get them a drink and keep you safe
 - Food Shopping – walk to shops and buy what we need to cook
 - Art – visiting artist that works with students
 - Park – walk out to park and playing on equipment
 - Likes a kind and caring people to support them
 - Coffee shop – drive and walk. Coffee and doughnuts
 - PE – enjoys doing exercise
 - Hydro therapy pool – certain students use it – not all students only (if on My Plan) otherwise students go to swimming pool
 - NB. Staff chooses the music for the hydro pool – student would like to
 - Outdoor learning – climbing/walking
 - Science/History – learning about the Earth/Moon/Sun/Planets
 - Music therapy – playing instruments to help students express themselves (staff response)
 - Free time during the day – play/ watching films/Makaton signing
 - Being and playing with friends
 - Walking close distance – library/cafes etc...
 - Easy to integrate students into the community in Trowbridge – Rowdeford has issues in accessing local community (staff response)
 - Cinema – eating out easy in Trowbridge and socialising

2. Students were also asked how school could be better:
 - We would like a crow's nest swing
 - Weights – exercise equipment – PE
 - To help more around the school – i.e. helping the caretaker
 - More music – different types
 - More visitors – to come in and support with music
 - More computers – we don't have enough and have to share them
 - New topics and more interesting things – like Around the world in 80 Days
 - Play equipment – slide etc.

3. Animals and outdoor spaces – what do you think?

Animals:

 - Yes, we like them
 - Chickens
 - Cats
 - Dogs

Outdoor spaces – .

 - A mixed reaction from students/some presented as unable to conceptualise – but students did say they enjoy visiting the animals (Fairford)

Also Noted: examples of distances for some students to travel to school from:

- Pewsey
- Salisbury
- Urchfont
- Melksham
- Trowbridge
- Warminster

Rowdeford School Pupil Feedback Session - 25 September 2019

Approximately 25 young people, who represented a cross section of the students in the school, were asked:

1. Good School, what does it have?
 - New uniforms to show inclusion to new students and from other schools – looking smart
 - Older years to wear blazers
 - Buddies to younger students – to help and support them
 - Gym
 - Swimming Pool
 - Big classroom – cramped
 - ICT
 - Art
 - Cooking room
 - Big lunch room
 - Sixth Form –
 - understanding in the room about what this is
 - similar to college – possible courses to support moving forward
 - work skills – engineering
 - Look and learn from older students
 - Some students wouldn't like a sixth form at Rowdeford as they want a change from the school they have grown up in
 - Student would be happy to make the choice to stay at sixth form or move to another college
 - Music – shows and bringing the community into the school
 - Go-Kart
 - Café – recreational space – team building arcade – parents coming to the café – can raise money from it – work experience in cafe
 - Storage – need more
 - Better/newer equipment
2. Are having animals:
 - Good thing – when people feed the animals they look after them and feeding them
 - If you are working on a farm – preparing you for when older looking after them
3. Too many people? – if you had more people come, how would you feel?
 - Build extra space
 - More buildings and people could be hard to cope with more people
 - Students to get involved to help new people settle in – visit new buildings
 - Transition – possible new students to spend a day in class with existing students at Rowdeford
 - Extra space/paths/ easier to move around the school - access all areas
4. Woods – do you like having the woods?
 - Like pond space
 - Like looking after the woods
5. Would you like to link up with schools in Towns – do you like the idea of going to other areas as well?
 - Yes – if work experience

6. How many of you have younger siblings? (50% of young people held up their hands). The students said:
 - They would like the animals
 - Outside space
 - Existing students would welcome their younger siblings

7. Sports
 - Football – outside
 - Sports Day – races
 - Hurdles
 - High Jump
 - Javelin
 - Basket Ball
 - Trampoline – activities
 - Could be better as a tutor group – team building

8. Lunchtime – feedback that not enough room
 - Inclusion of students at each sitting for those with disabilities
 - Two sittings
 - On site kitchen – cooked meals are good
 - Some bring sandwiches
 - Homegrown vegetables get used in the kitchen – including eggs etc

9. Transport- do you use it?
 - Taxi – how long does this take (45 mins from Trowbridge average)
 - Some people share taxis
 - Up early – i.e. 6.00am – Trowbridge
 - Taxi – not before 8.20am....but arrive at about 8.00am

10. What would make your journey better?
 - We listen to the radio
 - Sleeping in taxi
 - Discussed school bus – some liked/ some didn't
 - Drop off at a café instead of waiting in a queue of taxi's coming into the school
 - Community coming into the school – regular or not

11. Locker rooms - to keep students' things during the day

Photos of the notes from the whiteboard during the meeting, as well as written comments from a Year 9 class and a few ideas suggested from the previous school council meeting are included on the following pages.

1. What changes would we like to see at Rowdeford.

Playground equipment + storage
 Gym
 Big classroom
 Go-kart
 Big lunchroom
 Swimming pool
 6th form

important for life as a job
 feel
 Animals are a good thing

Cooking ICT Art
 more chairs cramped now
 more grass space to play

Music/Drama
 Stage lights
 put on a show to younger students + visitors

Café + Arcade
 free time
 team building problem solving
 Or No 6th form as ready for next big step.
 → Have a choice here or not

serve parents + raise money + work experience
 art engineering music
 older independent different

1. What changes would we like to see at Rowdeford.

Woods → animals + ducks + fish
 clean keep tidy
 Visit other areas → college → work exp.

→ where would more students go?

Buildings → carefully so not scary, maybe slowly
 Blazers as uniform maybe just older ones

need space
 bit squashed if moving around
 → more paths
 → help wheelchair users add lifts maybe

How to help new students?
 → show where to go
 → get involved
 → make them feel safe + comfortable
 → visits are good to see what it is like
 → Like to have in class to visit not just a tour

Buddies
 Blazer wears

1. What changes would we like to see at Rowdeford.

Lunch

Not enough space
 Most like lunch
 more drink options
 Like proper canteen
 Want food cooked in kitchen
 Fruit, veg, eggs used in food

1. What changes would we like to see at Rowdeford.

Horses at Rowdeford PAT dog
 Big Zip Line Visitors
 Lockers

How to get here?

Taxi ride
 School bus → maybe?

Better journey?
 listen to radio
 Use my phone
 sleep on journey
 talk to friends

Share taxi
 get up early → 6 am
 4.5 min journey → don't like early start

Wait in taxi to get out,
 • like entertainment → tv, radio
 • stay in taxi?
 • waiting outside/use playground
 • talk to people from other taxis
 • Cafe would be good

1. What changes would we like to see at Rowdeford.

Primary children
 → good
 → experience animals
 → help them

Like the animals
 Like everything
 Like outside + climbing frame

Sports
 → football
 → sports day
 → trampoline

running
 hurdles
 throwing
 jumping
 football shoot out

→ use more
 → use as a tutor group

Like younger brothers + sisters here

1. What changes would we like to see at Rowdeford.

→ Do you get involved with all activities
 YES

Limitations
 time
 complicated

Student Voice

On Wednesday, a man called David from Wiltshire Council will be visiting the school council to explain about the proposed changes to Rowdeford and listen to student opinions. The plan is to make a bigger school by joining three schools together. David would like to know what things students would like to have in a new bigger school. Yew Class School Council Reps Charley and Aliyah have been asked to gather the thoughts of their class members.

What facilities would you like to have at Rowdeford school? Please write your ideas below:

Gym big classroom GoCart ~~MAA~~

big Luch Room Swimming pool ~~SS~~
six form

What facilities would you like to have at Rowdeford school? Please write your ideas below:

- Allowed on phones at break and lunch.
- Boxing ring

What facilities would you like to have at Rowdeford school? Please write your ideas below:

A gigantic under ground sensory room playground with a huge amount of balls that are soft and trampolines!!!!

What facilities would you like to have at Rowdeford school? Please write your ideas below:

Gym again. Has new foods in ~~the~~ ^{the} dinner hall. McDonds foods ever ghdys

What facilities would you like to have at Rowdeford school? Please write your ideas below:

Blazers and Ties / Lots of choices
6 Form gym Cantine
canteen
Massive library allowed
Phone break and lunch only
School Tuck Shop bigger Pe hall

What facilities would you like to have at Rowdeford school? Please write your ideas below:

would could have a swimming pool
so we dont use the bar. Gym
better goal big rooms. A big
play ground. A big play room.
A big food room we could use
a card but it were responsibility.

What facilities would you like to have at Rowdeford school? Please write your ideas below:

better food, more options
allowed phones at lunch and break
little and big cafe and more after
schools clubs

What facilities would you like to have at Rowdeford school? Please write your ideas below:

Swimming Pools
marklmsfrens Climbing frame
marcumreos More calm rooms

What facilities would you like to have at Rowdeford school? Please write your ideas below:

Swimming Pool

What facilities would you like to have at Rowdeford school? Please write your ideas below:

MORE INSTRUCTION
PKN / WIF

More things to play
with at break.

What facilities would you like to have at Rowdeford school? Please write your ideas below:

Gym
Swimming Pool

What facilities would you like to have at Rowdeford school? Please write your ideas below:

- An instructor who comes in
to teach wrestling and boxing

Full Equality Impact Assessment (EQIA)

An EQIA Screening has identified that this proposal/policy/project requires a full EQIA. This means there is a risk of significant adverse impact on service users/ residents including 'vulnerable groups' and/or and those from certain protected characteristics. An EQIA shows how you have and intend to ensure equalities issues are taken into account in:

1. making key decisions e.g. there are 3 cost saving proposals and you need to agree one
2. implementing an agreed decision e.g. you have agreed the proposals and need take on board the needs of those affected and reduce any negative impact where possible
3. reviewing the outcome of the decision e.g. reviewing the actual impact on people and whether it was successful in achieving savings

This document is a way of recording processes and is a key part of our obligation to show 'due regard'. The document can be updated and shared with decision makers throughout the project to inform which approaches/ ideas etc. are taken forward, how it is implemented and to review its success.

Please append all related:

- **EQIA screenings**
- **Full Equality Impact Assessment (EQIA)**
- **Equality Impact Assessment Quality Assurance Checklist**
- **Proposals- budget/ practice/ policy**

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Officers Involved in completing screening	
Officer completing Equality Impact Assessment: <i>Responsible for gathering the information needed for the forms and completing the forms</i>	Judith Westcott
Head of Service or Operational Director authorising Equality Impact Assessment: <i>Responsible for ensuring that equality impact of any proposal has been fully considered</i>	Ian Gibbons and Helen Jones
Date Equality Impact Assessment completed:	5 November 2019

1. Proposal being Assessed	
Title of Budget Option/ Report: <i>Name of the proposed new or changed legislation, policy, strategy, project or service being assessed</i>	Special Schools Transformation programme
Service Area and Directorate:	Commissioning
Budget Option:	
Budget Reference: <i>Relevant reference if this screening is being used for a formal budget proposal as part of the budget cycle</i>	
Date proposal to be considered at Cabinet (if known):	19 November 2019
Is this a new proposal?	This is a presentation of a proposal that has been developed over the last three years and has had previous equalities impact assessment (November 2017, November 2018 and November 2019)
If linked to previous years give details:	Cabinet November 2017, Cabinet Report November 2018, Cabinet Report May 2019
On whom will the policy / decision impact?	<input checked="" type="checkbox"/> Service users <input checked="" type="checkbox"/> Staff <input checked="" type="checkbox"/> Other public-sector organisations <input checked="" type="checkbox"/> Voluntary / community groups / trade unions <input type="checkbox"/> Others, please specify below
Brief description of policy / decision to be screened: <i>This needs to be written in plain English so that the public are able to ascertain exactly what is being assessed. This should include a brief description of the current service, function, policy and the proposed changes.</i>	On the 22 May 2019, Cabinet: <ul style="list-style-type: none"> Approved the establishment of a new maintained special school with a single leadership team for the existing St Nicholas, Rowdeford and Larkrise schools as soon as possible and no later than 1 September 2021.

- Approved the closure of St Nicholas, Rowdeford and Larkrise school as a related proposal on the 31 August 2021.
- Approved expansion on the existing Rowdeford site to accommodate up to 400 pupils as part of the new special school by September 2023.
- Approved that St Nicholas and Larkrise stay in use on their current sites until the new provision is ready, and it is appropriate for children to transition to the new site at Rowdeford.

The Secretary of State approved the issue of a statutory notice and 4-week representation period on the proposal.
This 4-week representation period finished on 30 September 2019.

2. Reasoning behind the Proposal

Please see the papers being presented to cabinet link:

Cabinet reports of the 22 May 2019 and 27 November 2018 <http://moderngov.wiltshire.council/ieListMeetings.aspx?CId=141&Year=0>

The linked documents describe the reasoning and information which was used to put forward proposals on the 22nd of May 2019 following four years of debate, deliberation and consultation. There have been four stages of consultation leading to this point

- In November 2017, wide consultation was taken forward with stakeholders about the role, significance and quality of SEND services, with a specific focus on the role of special schools.
- In the summer of 2018 a further consultation was taken forward with stakeholders in schools (parent/carers, staff and governors) as well as an online consultation looking specifically at the qualities of schools that were important going forward.
- In January/February 2019 specific consultation was taken forward on a pre-statutory phase for opening a new school and statutory consultation on closing the three current schools
- A statutory representation period of consultation in September 2019 following the Secretary of States approval to consult on establishing a new maintained school.

This created two areas of significant risk:

- Reputational damage - Where the council does not have significant support regarding proposals there is the possibility of reputation damage where the public does not think that the council is listening to their views.
- Legal challenge – Where stakeholders believe that there is sufficient evidence to show that the council:
 - Has not reached a reasonable decision from the information available
 - Has not used the appropriate information
 - Has not followed procedure appropriately

This EIA is now considering the impact of the new proposals for decision making in November 2019, as opposed to consultation on proposals. The consultation period is complete and new proposals being put forward to cabinet modify the proposals as follows:

1. Approves the establishment of a new maintained special school with a single leadership team for the existing St Nicholas, Rowdeford and Larkrise schools as soon as possible and no later than 1 September 2021
2. Approves the closure of St Nicholas, Rowdeford and Larkrise school as a related proposal no later than the 31 August 2021
3. Approves expansion on the existing Rowdeford site to accommodate up to 400 pupils as part of the new special school by September 2023
4. Commits £33 million required to deliver this proposal
5. Approves that the sites of St Nicholas and Larkrise stay in use until the new provision is ready, and it is appropriate for children to transition to the new site at Rowdeford
6. Authorises the Executive Director of Children’s Services, after consultation with the Cabinet member for Children, Education and Skills, the Director of Legal, Electoral and Registration Services and Chief Finance Officer/Section 151 Officer to take all necessary steps to implement Cabinet’s decision

That this is achieved by:

- a) Approving that the Council would present a proposal to the Schools’ Adjudicator to open a new amalgamed maintained special school
- b) Approving that the New School will have primary, secondary and Post 16 provision on the Rowdeford site (early years not to be included due to sufficiency)
- c) Noting and approving the proposal for a parallel programme of work to create a cross county approach to Post 16 special education and transition to independent living
- d) Approving the use of the statutory processes, (under the ‘Making Significant Changes (Prescribed Alterations) to Maintained Schools’ Guidance November 2018), to consult on the appropriateness of transferring the provision at St Nicholas and Larkrise to the Rowdeford site no later than 12 months before opening all the new provision. This consultation would be determined by:
 - The demand for places forecasted at the time of the consultation

- The views of current and future stakeholders and particularly children and young people with SEND and their parent carers
- The wider development of inclusive education for children and young people with SEND living in Wiltshire and the role of the New School within this system.

Results from the screening

Specify which protected characteristics (and groups within) were identified in the screening as at risk of adverse impact

Age	Disability	Race	Religion or belief	Gender
Children and young people are within scope of the proposal from birth to age 25, but specifically school age children/ young people.	The proposals will impact on all children and young people with SEND who are educated or will be in a special school in the north of the county and their families. Approximately 12.5% of children have an EHCP or have a SEN Support plan. The proposals will also make changes to the building on the Rowde site making upper floors more accessible to staff and children who might not be able to use stairs.	Services and schools, and access to services and schools are not restricted to or by race and ethnicity.	Services and schools and access to services and schools are not restricted to or by religion or belief.	Services and schools and access to services and schools are not restricted by gender.
Maternity or pregnancy	Transgender	Sexual Orientation	Marriage or Civil Partnership	Socio-economics/ at risk groups
There is no direct relationship to maternity or pregnancy. However, any decisions made about staff will need to take into	Neutral impact	Neutral impact	Neutral impact	There is a higher incidence of SEND amongst children and young people who are in receipt of free school meals therefore both the benefits

account appropriate guidance regarding staff currently pregnant or on maternity leave.				and risks will impact on this group. The role of parent/carer can be a stressful one and the decision may increase pressures on families with children with SEND if they are worried about any future changes to their child's education.
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3. Making Informed Decisions – Useful Data

The data is given in the cabinet reports and the scrutiny task groups reports.

Data Gathering - Summary

If not clearly identified above briefly summarise how different groups will be affected by the proposal(s)

To create this EIA background analysis was completed by stakeholders leading the project that can be made available if required.

Profile:	Are any groups disproportionately impacted by the changes (who, how and why):
Age profile:	Are any age groups disproportionately impacted by the changes (who, how and why): Age groups are not disproportionately impacted, but this a proposal which is focused on children and young people.
Disability profile:	Are disabled people or those with certain disabilities disproportionately impacted by the changes (how and why): This proposal is focused on children/young people with SEND and the plans are designed to improve school provision and wellbeing for children/young people in special and mainstream schools. Key concerns raised in the pre-consultation were that:

	<ul style="list-style-type: none"> • Some children will have a longer journey – this is now overcome by the proposal that the school operating across three sites and the site for growth is the most central site for travel. • There was limited choice – by retaining all three sites and investing particularly in one site there should be both the benefit of strong leadership, shared vision and differentiation as needed for each pupil with economies of scale. <p>It should be noted that the Council will consult on the appropriateness of transferring the provision at St Nicholas and Larkrise to the Rowdeford site no later than 12 months before opening all the new provision.</p>
Race profile:	<p>Are any ethnic groups disproportionately impacted by the changes (how and why):</p> <p>Ethnic groups are not disproportionately impacted</p>
Religion or belief profile:	<p>Are any faith groups disproportionately impacted by the changes (how and why):</p> <p>Faith groups are not disproportionately impacted</p>
Gender profile:	<p>Are male/female residents disproportionately impacted by the changes (how and why):</p> <p>There are no specific impacts related to gender</p>
Maternity or pregnancy:	<p>Are pregnant women or breastfeeding mothers disproportionately impacted by the changes (how and why):</p> <p>There is the potential of stronger links with maternal health services through the new school, health services are able to work closer together.</p>
Transgender profile:	<p>Are transgender residents disproportionately impacted by the changes (how and why):</p> <p>Transgender residents are not disproportionately impacted</p>
Sexual Orientation profile:	<p>Are heterosexual/ gay/ lesbian/ bisexual residents disproportionately impacted by the changes (how and why):</p> <p>Heterosexual/ gay/ lesbian/ bisexual residents are not disproportionately impacted</p>

Marriage or Civil Partnership:	<p>Are people who are married or who have entered into a civil partnership disproportionately impacted by the changes (how and why):</p> <p>People who are married or who have entered into a civil partnership are not disproportionately impacted</p>
Socio-economics/ at risk groups profile:	<p>Are any groups disproportionately impacted by the changes (how and why):</p> <p>In the pre-consultation there was consideration that those on lower income levels may be affected where the travel time is more costly for parents. It is also acknowledged that families with children with SEND may need one of both of the parent/carers to not engage in fulltime work in order to support and care for their child. Thus any changes should take into account the additional financial strain and impact on the wellbeing of the families.</p>
Multiple characteristics: (e.g. males with a learning disability)	<p>Are there any groups which may be impacted in a cumulative way due to multiple protected characteristics?</p> <p>Yes. Families with children with special educational needs and/or disability will have multiple protected characteristics. For example, parents have less access to paid employment (because of their significant caring role) and will therefore be on lower income levels. Detailed background work of how socio-economic, age and disability characteristics may interact was completed to support this analysis.</p>

4. Making Informed Decisions – Stakeholder Consultation/Engagement

Views From Stakeholder Consultation/ Engagement:

The Consultation Methodology

In September 2019 Wiltshire Council, in partnership with Wiltshire Parent Carer Council (WPCC) began the “representation” phase of the proposal. This included:

- Meetings run by Wiltshire council for:
 - Parent/carers with children/young people attending the three schools in each of the schools
 - Staff and governors of the three schools
 - Pupil representatives at each of the three schools
 - Wiltshire Youth Union

- An online survey accompanied by the timeline for the proposal
- A webinar run by WPCC for parent/carers across the county including parent/carers of younger children currently attending district specialist centres (Nursery settings for children with Special Educational Needs and Disabilities – SEND)
- An email address where all longer comments and concerns could be sent
- Officers meeting with representatives of the Friends of Larkrise and St Nicholas

Links to the online documentation and consultation options were shared with:

- All neighbouring Local Authorities
- Local Authorities other than Wiltshire maintaining or funding children’s EHCPs who attend one of the special schools
- Local Area boards and parish/town councils
- Provider stakeholders e.g. Virgin Care and Oxford Health
- Wiltshire Parent Carer Council (WPCC)
- All parents/carers of children/young people with an EHCP
- All Wiltshire schools via Right choice and via direct email
- Special schools in neighbouring counties
- District Specialist Centres and the Portage Service
- All registered early years and childcare provision in Wiltshire
- Post 16 education providers

The representation was held over 4 weeks. A summary of the meetings is below:

Meeting hosted by	Where	Audience	When	Time
Wiltshire Council	Rowdeford	Staff	12 Sep 2019	15.30 – 16.30
Wiltshire Council	Rowdeford	Parent carers	12 Sep 2019	16.45 – 17.45
Wiltshire Council	Rowdeford	Governors	12 Sep 2019	18.00 – 19.00
Wiltshire Council	St Nicholas	Parent carers	18 Sep 2019	14.30 – 15.30
Wiltshire Council	St Nicholas	Staff	18 Sep 2019	15.30 – 16.30
Wiltshire Council	St Nicholas	Governors	18 Sep 2019	18.00 – 19.00
Wiltshire Council	St Nicholas	Parent carers	18 Sep 2019	19.00 – 20.00
Wiltshire Council	Larkrise	Parent carers	19 Sep 2019	14.15 – 15.15

Wiltshire Council	Larkrise	Staff	19 Sep 2019	15.45 – 16.45
Wiltshire Council	Larkrise	Governors	19 Sep 2019	17.00 – 18.00
Wiltshire Council	St Nicholas – Poplar College	Students	24 Sep 2019	13.00 – 14.00
Wiltshire Council	St Nicholas	Pupils	24 Sep 2019	14.00 – 15.00
Wiltshire Council	Rowdeford	Pupils	25 Sep 2019	11.15 – 12.15
Wiltshire Council	Larkrise	Pupils	25 Sep 2019	13.30 – 14.30
WPCC	Webinar	Parent carers	25 Sep 2019	18.00 – 19.00
Wiltshire Council	County Hall	Wiltshire Youth Union	26 Sep 2019	18.00 – 19.00
Wiltshire Council	County Hall	Parent carers	30 Sep 2019	10.30 – 11.30

There were lower levels of engagement online in comparison with the pre-publication consultation, with 93 responses:

- 35 from “Parent/carer of a child attending Larkrise, St Nicholas or Rowdeford School”
- 3 from “A child or young person attending Larkrise, St Nicholas or Rowdeford School”
- 8 from “Friend or other relative of a family with a child attending Larkrise, St Nicholas or Rowdeford School”
- 31 from “Staff member or governor of Larkrise, St Nicholas or Rowdeford School”
- 16 from “Professional with an interest in special educational needs and/or disability”
- 16 from “Parent/carer of a child with a special educational need and/or disability being educated elsewhere”
- 4 “Friend or other relative of a family with a child with a special educational need and/or disability being educated elsewhere”
- 9 “Other”¹

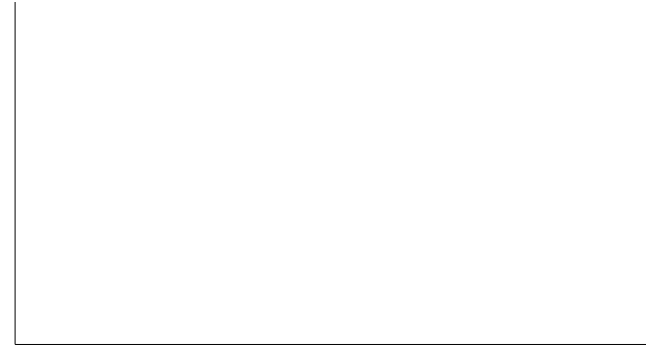
Of those that recorded that they were linked to one of the schools, there was an even split of representation (22 for each school)

¹ (NB recipients could tick more than one category)

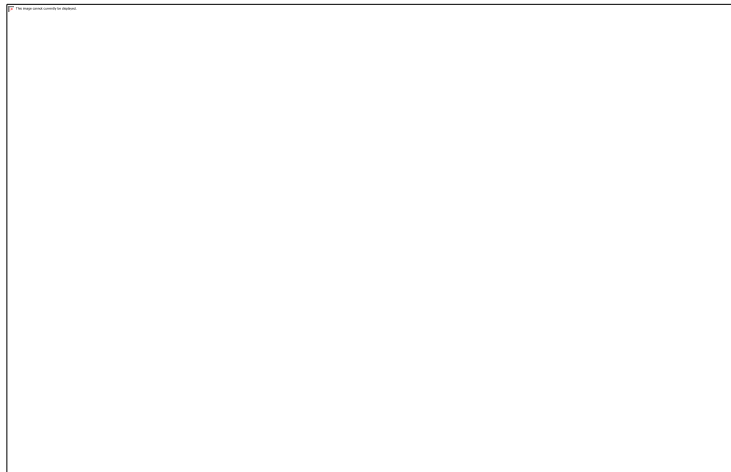
Use the slider to show if you're happy that there will be Post-16 provision at the new school.



Are you happy that we don't need to have nursery (early years) provision at the new school?



Are you happy that the new school is planned to be a local authority-maintained school as opposed to an academy?



To what extent to you think the new school should support mainstream schools about being more inclusive and accessible to children and young people with SEND?



To what extent do you support the proposal?

The consultation was managed through four stages as shown below in the published form.

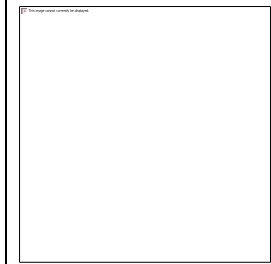
Stage 1	Publication	<ul style="list-style-type: none"> • The proposal will be published on the websites of Rowdeford, St Nicholas and Larkrise Schools and that of Wiltshire Council from the 2 September 2019 for 4 term time weeks. • The proposal will also be shared with all schools and settings in Wiltshire via the Rightchoice website and to Local Area Boards for forward engagement of town and parish councils as appropriate. • For the three schools concerned, we will share the proposal with the following: <ul style="list-style-type: none"> • the registered parents of registered pupils at the school; • the local district or parish council where the school that is the subject of the proposal is situated;
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			<ul style="list-style-type: none"> • any local authority which maintains an EHC plan or statement of special educational needs in respect of a registered pupil at the school; • the governing body (as appropriate); • pupils at the school; • the trustees of the school (if any); • teachers and other staff at the school; • any local authority likely to be affected by the proposal, in particular neighbouring authorities where there may be significant cross-border movement of pupils; • the governing bodies, teachers and other staff of any other school that may be affected; • parents of any pupils at other schools who may be affected by the proposal including where appropriate families of pupils at feeder primary schools; • any trade unions who represent staff at the school; and representatives of any trade union of staff at other schools who may be affected by the proposal; • MPs whose constituencies include the school that is the subject of the proposal or whose constituents are likely to be affected by the proposal; and • any other interested organisation / person that the Council thinks is appropriate. <ul style="list-style-type: none"> • Responses can be made via the online survey http://www.wiltshire.gov.uk/council-democracy-consultations • To obtain a paper copy of the proposal and response survey, email SpecialSchools@wiltshire.gov.uk, or write to Special Schools Consultation, Commissioning Team, Wiltshire Council, Bythesea Rd, Trowbridge, BA14 8JN. • Comments must be received by 9am on the Monday 30 September 2019 to be considered in the decision making. 	
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	Stage 2	Representation (Formal consultation and representation 4 weeks)	<ul style="list-style-type: none"> • The period of consultation will be the four weeks Monday 2 September to Monday 30 September 2019. • Surgeries will be arranged in this time, led by the Wiltshire Council Project lead in each of the Schools for: <ol style="list-style-type: none"> 1. Staff and Governors 2. Parents/carers • In addition, wider Question and Answer surgeries will be held particularly for parent/carers of children not currently at these special schools by Wiltshire Council in the north and south of the County. • Dates will be advertised and invitations sent via schools, Wiltshire Council and Wiltshire Parent Carer Council (WPCC). 	
	Stage 3	Decision	<ul style="list-style-type: none"> • Following the representation period of consultation, the Council through its Cabinet will consider the comments and feedback received. Subject to Cabinet approval the proposal will be submitted to the Schools' Adjudicator. The Schools' Adjudicator is the decision maker for the opening of the amalgamated new maintained school, and the related proposal to close all three existing maintained special schools. • All the views submitted during the representation, including all support for, objections to, and comments on the proposal will be submitted to the Schools' Adjudicator. • The proposal can be: <ul style="list-style-type: none"> ○ Approved ○ Rejected ○ Approved with modifications. ○ Approve with/without modifications, subject to certain criteria • The Schools Adjudicator's decision will be published within one week of the decision and; <ul style="list-style-type: none"> • Published on the same sites as the proposal • Sent to parent/carers of every registered pupil 	

		<ul style="list-style-type: none"> • Sent to the Governing bodies. • There is no right of appeal against determinations made by the Schools Adjudicator. Adjudicator decisions can be challenged only by Judicial Review in the Courts.
Stage 4	Implementation	<ul style="list-style-type: none"> • The implementation date is set as the start of the school year 2021 subject to appropriate processes and timetables. • The Secretary of State will be informed by updating the Department for Education’s Register of Educational Establishments. • If the proposal is accepted an implementation plan will be agreed with the schools involved beginning with the creation of a shadow governing body.

Views of Service Users and Other Stakeholders - Summary



39% of respondents choose an emoji that supported the overall proposal. 11% did not have a strong view either way. Of the 50% that gave low scores (emoji 1 or 2), the main reasons given were: the resulting size of the new school at Rowdeford would be too large ('untenable', 'overwhelming', 'institution'); and the decision to build the extra places in a perceived isolated location (lack of community facilities, distance to travel; concerns over current road infrastructure to accommodate increased traffic). There was also a concern about jeopardising what makes Rowdeford 'special' – sacrificing space for numbers. Most who selected either emoji 1 or 2 were assuming that Larkrise and St Nicholas schools would close in two years' time and that parental choice will be removed. For some, there is a desire that the investment should be split between the three sites (Chippenham, Trowbridge and Rowde). The MP for South West Wiltshire, Rt Hon Andrew Murrison, responded that the St Nicholas and Larkrise sites should remain for Key Stages 1 and 2 at least.

Analysis of the Representation Meetings, Letters and Emails

A copy of the transcripts staff, parent carer and governor meetings are attached as Appendix 3. To view the WPCC webinar for parent carers [click here](#)². A copy of the letters and emails received is attached as Appendix 4. Letters that specifically refer to individual children, or the respondent has not given consent to share their response, are not being made publicly available, but have been shared with Cabinet Members with names redacted as appropriate. The audio tapes of all meetings have been made available to the Cabinet Member for Children, Education & Skills

Where	Audience	Key themes
Rowdeford	Staff	<ul style="list-style-type: none"> • Broadly in support of the proposal • Some voiced concern about loss of space • Recognition of professional development opportunities • Welcomed the opportunity to grow and become a nationally recognised school
St Nicholas	Staff	<ul style="list-style-type: none"> • Concerns about all the funding going to Rowdeford and that St Nicholas would be a poor relation • General concerns that the Local Authority was intent on shutting all but the Rowdeford site • Admin staff were concerned about job security • Some staff mentioned that this was an opportunity for career development
Larkrise	Staff	<ul style="list-style-type: none"> • Concerns made about the potential loss of provision in the locality and that this was a key part of the success of the provision at Larkrise • Concerns about lack of capital investment in Larkrise • Concerns about job security and opportunities going forward • Wish for better understanding of the New School staffing model and any transition arrangements • Worried about the children they teach • Concerns about the lack of experience in teaching children with complex needs at Rowdeford
Rowdeford	Parent carers	<ul style="list-style-type: none"> • Some parent carers voiced concerns that they had read negative historical concerns in the press • On the whole, support for the new proposal

St Nicholas	Parent carers (2 sessions held)	<ul style="list-style-type: none"> • Some concerns about the actual clarity of the final proposal • Many favourable comments about the potential of a 3 site 1 school solution – the beacon of excellence that this might afford was an ambition that resonated with several parent carers
Larkrise	Parent carers	<ul style="list-style-type: none"> • Strong concerns and opposition to the proposal as it was believed that the LA was intent on closing the Larkrise site • Feeling that the proposal was misleading • Concern that there is no capital being allocated to enhance the SEND provision in Trowbridge • Some parents articulated a lack of trust in the LA and officers
County Hall	Parent carers	<ul style="list-style-type: none"> • Generally supportive of the 1 school 3 site model, feeling this gave parent carers greater choice • A desire for regular engagement in order to move the proposal forward
Rowdeford	Governors	<ul style="list-style-type: none"> • The Chair of Governors spoke favourably about the proposal in general • Much discussion was had on the nature and make-up of the proposed Shadow Governing Body and the Governing Body
St Nicholas	Governors	<ul style="list-style-type: none"> • Lack of clarity about the actual configuration being proposed • A number of concerns raised about the proposal • Many felt that trust had been eroded over time • They felt they had not been listened to previously but wanted to work with the LA on any proposal going forward • Supported the wider inclusion agenda
Larkrise	Governors	<ul style="list-style-type: none"> • Very positive views expressed about the choice that a 3 site 1 school proposal afforded parent carers • It was felt that the proposal (if all 3 sites were kept open) was an exciting opportunity • The governors chose to lead the meeting with a set of questions for the LA officers, wanting to get clarity on the best way forward

² <https://register.gotowebinar.com/recording/8649164585650968834>

Poplar College	16+ students	<ul style="list-style-type: none"> • Positive discussion about what is working well at Poplar College. • Some concerns about travel arrangements • Enjoyed the range of sporting and recreational activities afforded by Poplar and wanted to ensure they continued to build on this in the New School
St Nicholas	Pupils	<ul style="list-style-type: none"> • The hydrotherapy pool, walking, gardening, outside space were among those things they liked and wanted to build on • They wanted to have more outside space • Children enjoy the interaction with the Chippenham locality • They have the Paralympics in the summer in partnership with Hardenhuish
Rowdeford	Pupils	<ul style="list-style-type: none"> • They felt that vocational options, work skills and community interaction were very important • Lots of emphasis on the hands-on activities – go carting, swimming • Interest and support for a 6th form offer although some wanted to consider whether they might be better served in alternative post 16 provision • Desire for enhanced lunchtime facilities • Journey to and from schools was problematic to some, but liked by others
Larkrise	Pupils	<ul style="list-style-type: none"> • Students enjoyed the ease in which they could integrate into the local community • A desire for more play activities • Wanted to continue to use their excellent IT skills going forward
County Hall	Wiltshire Youth Union	<ul style="list-style-type: none"> • The young people expressed some support for the 3 sites 1 school model • The importance of locality provision was emphasised • The efficacy of primary bases was mentioned as potentially offering a model for secondary provision • The young people were keen to engage in any shadow governing body and actual governing body if possible as associate governors • There was strong support for the inclusion agenda

The key findings are:

- There is support for keeping the three sites open with parent carers arguing that this affords them choice
- Having a single integrated leadership team to run all three sites is supported
- Some consultees believe that Council's long-term intent is to close the two sites at Larkrise and St Nicholas
- Those supporting the proposals do not want further delay, and believe that there needs to be greater certainty for pupils, parents and staff
- A number of people felt that building all the new provision at Rowdeford was not appropriate and that new places should also be built at the other two sites
- Planning for the transition of pupils from and to the various sites needs to be sensitively considered, particularly being mindful of the need to have additional places in 2020 and onwards prior to the new school places being available
- There needs to be a clear change management plan with support and professional development to ensure all staff improve their skills and abilities to teach a wider range of children and young people

The table below works through these issues identifying a score for the current position or the proposals prior to mitigation, amelioration or modification followed by a score based on accepting, modifying or rejecting the proposals. These scores relate to the four areas identified as outcomes for the project³.

- Sufficiency - the creation of additional places
- Quality - the proposals lead to increased quality (partnerships, physical space, engagement, education)
- Outcomes for pupils - the proposals lead to better outcomes for pupils (health, wellbeing, educational/vocational goals, preparation for adulthood and independent living)
- Financial efficacy - the proposals enable needs to be met within the available funds.

The table below identifies:

- the key issues (listed above),
- comments on the issue and the potential mitigated and then suggests a score for before and after mitigation (e.g. 1/9 would be a score of 1 now (poor) and a score of 9 (good) if all mitigation is outworked through the project)

³ See paragraph 5 of the main report for more detail.

<ul style="list-style-type: none"> Identifies how this should impact on accepting, modifying or reject the proposal. 						
Issue	Comment/mitigation	Sufficiency	Quality	Pupil outcomes	Financial efficacy	Accept/Modify/Reject
The consultation methodology	The consultation has been thorough and followed DFE guidance	-	-	-	-	It is recommended that the Council accept the proposal
One school on three sites	The consultation suggested that a model of one leadership team but with three sites was welcomed	1/9	7/8	7/8	5/7	Accept the proposal. Consult further on the appropriateness of transferring any provision
Travel Time and Routes	The journeys are not as cost effective as all pupils going to one site, but would potentially keep children in their locality and the Devizes site remains the central location	-	3/5	4/7	3/4	The analysis suggests this is not a reason for rejecting or modifying the proposals
Medical and health support	Parent/carers were worried about increased health risk, but also came up with some creative solutions to bring paediatrician clinics to the school and build strong teams through local training and support in the school and out to mainstream schools	5/6	7/7	7/7	5/7	The feedback suggests that the benefits within the proposal on this matter had significant support
Post 16	Consultees felt that it was a distinct loss losing all post 16 within schools. The proposal is that a modification should be made to include a wider model of post 16 provision which incorporates activity at the one school.	6/7	7/7	8/8	5/7	The feedback suggests it would be worth modifying the proposal - basing a coordination team on site supporting a virtual school approach and some on site provision
Lack of community engagement for students	The three site option offers choice and diversity of settings that parents/carers wanted, however it is acknowledged that all new places will be at the central Rowde site	6/8	6/8	6/8	6/6	Three sites offers wider opportunity. The School will also further develop links with mainstream schools
Co-production	At the start of the consultation there was criticism that the approach was not broad enough. However, the LA modified the approach and offer a range of different engagements. Co-production must be on-going.	-	5/7	-	-	There continues to be a strong relationship with WPCC and parent/carers which must continue

The Centre of Excellence	There was strong support for the Centre of Excellence. It was felt that this could improve outcomes across mainstream schools and support inclusion, potentially reducing demand for special school places.	5/6	6/7	6/7	4/5	It is recommended that the LA work with special schools to take this forward ahead of the school build
Transition planning to the new schools	There were concerns about the anxiety and difficulty in moving schools for both children and parents. Mitigation will need to involve clear plans for additional support for parent/carers during the development and transition period. Every child/young person will need a transition plan. This should be costed and established as part of the plan. In addition, full commitment should be made to on-going network support for parent/carers if the school feels less available. Consideration should also be given to a phased build and phased start for different groups of pupils.	-	7/6	6/5	4/3	Accept the plan with commitment to support the transition process. This could involve phased opening, but could have cost implications
Status of the new school	There was strong support for a maintained school	-	-	-	-	We now await the schools' adjudicator's decision if cabinet accept the proposal
The building options and the right location	Consultees suggested alternate locations or use of the sites considered in the May 2019. Despite further investigation, Rowdeford remains the strongest option for new places. But there is strong support for keeping buildings in Trowbridge and Chippenham.	-	6/6	7/7	5/6	The proposal is for a one school, three site model although there will be further consultation
Early years	Consultees felt there was minimal need for pre-school provision at the one school site It is suggested that the pre-school option is removed	8/8	7/7	7/7	7/7	The modified proposal removed pre-school provision
Staffing, recruitment and retention	Staff posed a number of concerns regarding travel, recruitment, retention and the status of the school and the loss of jobs. However it was also acknowledged that the one senior leadership team would be beneficial and that there would be career opportunities for staff	6/6	6/6	6/6	5/5	Accept the proposals ensuring that the forward plan works with staff and support positive on-going recruitment and retention

Costs and feasibility of what will be built	The feasibility study identifies that costs are higher once risks are identified and mitigated. This assessment will need further work when plans are agreed	See separate assessment	Accept the proposals with the medium-term risk assessment £33m
Admissions	Admissions were only raised in as much as to clarify that the SEND designations would remain complex needs. Further work will be needed to develop an admissions policy for the new school. Strong view from parent/carers that EHCPs should say site and not just the school.		This will need to be reviewed and decided upon by the emerging senior leadership team and governance
Ethos and Religious character and balance of denominational provision	This has not been a key issue within the consultation.	- - - -	No impact to accepting the proposals
Impact on rural schools	No impact, but positive for the Rowde area	- - - -	No impact to accepting the proposals
Displaced pupils Curriculum and SEND	No impact	- - - -	No impact to accepting the proposals
Effect on educational standards.	Drawing staff teams together should support higher educational standards. This was not a contentious issue within the consultation	6/7 7/8 7/8 4/6	Accept the proposals

The protected characteristics are assessed in the attached document. This document assesses risk by three parties:

- A LA officer developing the programme
- The independent view of an external consultant with 20 years of experience of developing school projects
- A representative of WPCC

5. Overall Impact

The impact assessment suggests that mitigating actions can reduce, but not eliminate risk. However, the new proposal while not universally supported has gone a long way to address concerns if three sites remain open. Key will be on-going co-production with parent/carers, governors and staff.

The assessment of issues and of protected characteristics suggests that overall the proposals can have a significant positive impact for children and young people with SEND in terms of:

- Wellbeing
- Progress
- Attainment
- Health
- Community opportunities,
- Inclusion and integration

However, it is recognised that some students:

- May have worries during the development of the project about what school will be like in the future.
- May feel that the older buildings are not as nice as the new build at Rowde

For some parents:

- Require ongoing commitment by officers to build relationships and engagement, particularly where consultees see the outcome as not their preferred option.

We hope this will be mitigated by:

- Many opportunities for engagement in the development of the new school and centre of excellence
- Good transition plans and investment in support for children, staff and families
- Increased support and networking with families via the schools, WPCC and the Council.
- Well-arranged transport and transport plans
- Good planning, coproduction and communication throughout the progress of the project

6. EQIA Outcome

No change – continue to implementation

The policy is robust and evidence shows no potential for discrimination and all opportunities to advance equality have been taken.

Adjust the policy and continue with implementation

Adjust to remove identified adverse effects and missed opportunities to promote equalities and achievement of outcomes

Stop and remove

Remove or change the policy if the EQIA identifies actual or potential unlawful discrimination.


7. Mitigating Action Plan

Action	Anticipated Outcome	Lead	Deadline	Actual Outcome	Comments
On-going communication, and formally established engagement groups	Building of trust and shared ownership	Judith Westcott			
Project plan	Shared plan	David Paice	November 2019		
Taking the proposal to the schools' adjudicator	Agreed new school	Judith Westcott	December 2019		

8. Next Steps

Are there plans to provide feedback to the groups or people that have been consulted in preparing for this assessment?	There is a full communication plan and information will be fed back to all groups consulted following the cabinet report of the 19 th November 2019
How is it proposed that the Mitigating Actions Plan will be monitored?	The Director of Commissioning will hold oversight and will be reporting to Executive Directors, Cabinet and with members of the scrutiny group. The project will be built into the new SEND and Inclusion Strategy and FACT programme
Has the assessment been included with Cabinet papers?	Assessment will be included with all relevant papers
Has a review date been identified to revisit this assessment to consider if there has been a significant change in circumstances?	Yes, Following the cabinet report on the 19 th of November 2019, a full decision needs to be taken by the Schools' adjudicator. A further report will come to cabinet in the spring of 2020

Officers Involved in Completing Screening

Officer completing Equality Impact Assessment	Judith Westcott
Date submitted	05/11/2019
Head of Service or Operational Director sign off	I agree with the content and outcome of this Equality Impact Assessment
Date approved by Head of Service or Operational Director	

Impact Assessment

Criteria	Impact 4 is high negative impact, 0 is low negative impact	Likelihood	Impact	Combined score	Residual Likelihood	Residual Impact	Residual Combined Score
Legal challenge to the Authority under the Public Sector Equality Duty. There was a legal challenge through judicial review However modifications to the proposals suggest this risk is now greatly reduced.		4	4	16	2	2	4
Financial costs/implications There is a risk assessment of the possible cost implications of the build (made available to cabinet). Three scenarios presented identify low, medium and high risk and the possible financial implications.		3	2	6	3	2	6
People impacts These have been widely considered in the report and the EIA		3	3	9	1	1	1
Reputational damage It is acknowledged that it has been hard to manage some of the public messages around this project. A full communication plan has been in place and significant mitigating action has been made to ensure that the public are aware of the LA's commitment to a working with parent/carers and sharing their thinking.		3	3	9	2	3	6
Totals				10			4.25

Service Names

Full Risk Action Plan Needed

Full Risk Action Plan Needed

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Ref	Compo site	Risk short name	Cause	Event	Effect	Primary Risk Category	Appetite	Secondary Risk Category	Owner	Key officers	Risk Response	Q1 2019/20										Q2 2019/20										
												Q1 Inherent Impact	Q1 Inherent Likelihood	Q1 Inh Risk Rating	Q1 DoT	Q1 Mitigation Actions	Q1 Actions RAG	Q1 Residual Impact	Q1 Residual Likelihood	Q1 Res Risk Rating	Q1 Comments	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Q2 Appetite check	Q2 Mitigation Actions	Q2 Actions RAG	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating	Q2 Comments
		Business Risk	The risk that the overall business strategy and inclusion plan will be ineffective	the Council won't have enough places for children and young people with SEND	This will mean having to pay significantly in excess of the funding allocated to fund pupil places in the independent special school market	Service Delivery	12	Financial	Helen Jones	Judith Wescott	Treat	4	4	16	▲	Detailed planning with Heads of Larkrise, St Nicholas and Rowdeford to propose additional places for 2020. Request for early works to make good new spaces in time for new students in September 2020	Amber	4	4	16	Cabinet has agreed to keep 3 sites open until all the new places are available so the demand can be reassessed then. Some works will be needed before September 2020 at Rowdeford			0	C	-					0	
		Reputational Damage	The Council does not have support regarding proposals, particularly from parent carers	Public challenge to the proposals	Public loses confidence	Reputation	16	Legal	Helen Jones	Judith Wescott	Tolerate	4	4	16	▲	Regular and open discussions with parent carers, staff, students, governors and other stakeholders, to coconstruct the proposal for the New School	Green	4	1	4	The 1 school 3 site solution has been well received although some parents are concerned that there is still an intent to close the Larkrise and St Nicholas sites			0	C	-					0	
		Legal Challenge	Stakeholders believe that there is sufficient evidence to show that the Council: o Has not reached a reasonable decision from the information available o Has not used the appropriate information o Has not followed procedure appropriately	Judicial review	Schools Adjudicator has to make the final decision based on all evidence including any potential legal challenge	Legal	9	Service Delivery	Helen Jones	Judith Wescott	Tolerate	4	4	16	▲	Regular and open discussions with parent carers, staff, students, governors and other stakeholders, to coconstruct the proposal for the New School	Green	4	1	4	The 1 school 3 site solution has been well received. Officers are not aware of any potential legal challenge at this stage			0	C	-					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
New Risks Below																																
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
							#N/A							0	C					0				0	C	#N/A					0	
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Wiltshire Council

Cabinet

19 November 2019

**Subject: Report on Treasury Management Strategy 2019/2020
Half Year ended 30 September 2019**

**Cabinet member: Cllr Simon Jacobs Cabinet Member for Finance and
Procurement**

Key Decision: Non Key

Executive Summary

The Council adopted a Treasury Management Strategy and an Annual Investment Strategy for 2019/2020 at its meeting on 26 February 2019.

In addition to an Annual Report, the Treasury Management Strategy requires a mid-year report reviewing the Treasury Management activities for the current year so far. This report covers the period from 1 April 2019 to 30 September 2019.

The Council has not taken out any new external borrowing (loans) during 2019/2020.

Against budget, there is a projected net underspend in respect of interest receivable/payable of £0.428 million.

The Council has not breached any of its performance indicators for the half year 1 April 2019 to 30 September 2019.

Proposals

Cabinet is asked to note:

a) that the contents of this report are in line with the Treasury Management Strategy 2019/2020.

b) the performance of the Council's investments and borrowings against the parameters set out in the approved Treasury Management Strategy for 2019/2020.

Cabinet is asked to approve:

c) a recommendation to Full Council to approve revised counter party limits of:

- £10.000 million with HSBC in respect of fixed term investments
- £10.000 million with HSBC in respect of balances held on an overnight basis

Reasons for Proposals

To give members an opportunity to consider the performance of the Council in the period to 30 September 2019 against the parameters set out in the approved Treasury Management Strategy for 2019/2020.

To improve the operational framework within which officers can place both overnight and external investments.

Alistair Cunningham OBE
Executive Director Growth, Investment & Place

**Subject: Report on Treasury Management Strategy 2019/2020
Half Year ended 30 September 2019**

**Cabinet member: Cllr Simon Jacobs Cabinet Member for Finance and
Procurement**

Key Decision: Non Key

PURPOSE OF REPORT

1. The Council adopted a Treasury Management Strategy for 2019/2020 at its meeting on 26 February 2019, incorporating Prudential Indicators, Treasury Management Indicators and an Annual Investment Strategy, in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
2. The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management recommends that members be updated on treasury management activities regularly. This report, therefore, ensures Wiltshire Council is implementing best practice in accordance with the Code.

Economic Background and Interest Rate Forecast

3. The first half of 2019/2020 has seen UK economic growth fall as Brexit uncertainty took a toll. In its August inflation report the Bank of England was notably downbeat about the outlook for both the UK and major world economies. This mirrored investor confidence around the world which is now expecting a significant downturn or possible even a recession in some developed economies. It was therefore no surprise that the Monetary Policy Committee (MPC) have left bank rate unchanged at 0.75% throughout 2019 so far, and is expected to hold off on any change until there is some clarity on what is going to happen over Brexit.
4. The Council's treasury advisor, Link Asset Services, has provided the following forecast,

	2019/2020		2020/2021				2021/2022			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bank Rate	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00
25yr PWLB Rate	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00
50yr PWLB Rate	3.20	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90

5. Link Asset Services report that the above rates are based on the assumption that there is an agreed deal on Brexit. If there were a no deal Brexit, then it is likely that there will be a cut or cuts in Bank Rate to help support economic growth.
6. Given the current level of significant uncertainties, forecasts may need to be materially reassessed in light of the events over the next few weeks or months.

Treasury Management Strategy Statement and Annual Investment Strategy 2019/2020

7. The Treasury Management Strategy Statement (TMSS) 2019/2020, which includes the Annual Investment Strategy, was approved by Full Council on 26 February 2019.
8. Officers can confirm that the approved limits with the Annual Investment Strategy were not breached during the half year ended 30 September 2019.
9. In the light of operational requirements, it is proposed that a separate limit is approved to distinguish between potential fixed term investments and operational balances held with the Council's bank (HSBC). Currently, an overall limit of £10.000 million is in place for all balances held by HSBC. However, this restricts the opportunity to place funds with HSBC for fixed term investments as this limit is regularly utilised, as operationally there is a requirement to hold overnight balances (of up to £10.000 million) for the purposes of liquidity.
10. It is therefore proposed that the following revised limits are approved:
 - £10.000 million with HSBC in respect of fixed term investments
 - £10.000 million with HSBC in respect of balances held on an overnight basis

The Council's Capital Position (Prudential Indicators)

11. This part of the report is structured to update
 - The Council's capital expenditure plans
 - How these plans are being financed
 - The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow
 - Compliance with the limits in place for borrowing activity

Prudential Indicators for Capital Expenditure

12. The following table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed by Full Council on 26 February 2019.

Capital Expenditure	2019/2020 Original Budget £m	2019/2020 Revised Budget £m	Current Position £m
General Fund	136.991	135.991	39.212
Housing Revenue Account (HRA)	15.944	14.860	4.637
Commercial Activities/Non- financial investments *	20.000	7.845	0.000
Total	172.935	158.696	43.849

* Commercial activities/non-financial investments relate to areas such as capital expenditure on investment properties, loans to third parties etc.

Changes to the Financing of the Capital Programme

13. The following table draws together the main strategy elements of the capital plans (above) highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Expenditure	2019/2020 Original Budget £m	2019/2020 Revised Budget £m
Total Capital Expenditure	172.935	158.696
Financed by:		
Capital Receipts	9.567	9.692
Capital Grants	71.628	75.056
Capital Reserves	0.000	0.000
Revenue	0.000	0.000
HRA	9.550	14.858
Total Financing	90.745	99.606
Borrowing Requirement	82.190	59.090

Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

14. The following table shows the CFR, which is the underlying need to borrow for a capital purpose. It also shows the expected debt position over the period which is termed the Operational Boundary.

	2019/2020 Original Budget £m	2019/2020 Revised Budget £m
Prudential Indicator – Capital Financing Requirement		
CFR – General Fund	466.056	446.838
CFR – HRA	123.122	123.122
Total CFR	589.178	569.960
Prudential Indicator – Operational Boundary for External Debt		
Borrowing	612.073	612.073
Other Long Term Liabilities*	0.200	0.200
Total Debt	612.273	612.273

* On balance sheet PFI schemes and finance leases

Limits to Borrowing Activity

15. The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowing less investments) will only be for a capital purpose*. Gross external borrowing should not, except in the short term exceed the total of CFR in the preceding year plus the estimates of any

additional CFR for 2019/2020 and the next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

	2019/2020 Original Estimate £m	2019/2020 Revised Estimate £m	Current Position £m
Borrowing	366.455	375.924	343.123
Other long term liabilities*	0.200	0.200	0.200
Total Debt	366.455	376.124	343.323
CFR (year-end position)	559.507	569.960	569.960

* Includes on balance sheet PFI schemes and finance leases

16. The Director of Finance and Procurement reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.
17. A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit, which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired could be afforded in the short term, is not sustainable in the long term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised Limit for External Debt	2019/2020 Original Budget £m	2019/2020 Revised Budget £m
Borrowing	624.297	624.297
Other long term liabilities*	0.200	0.200
Total Authorised Limit	624.497	624.497

Investment Portfolio 2019/2020

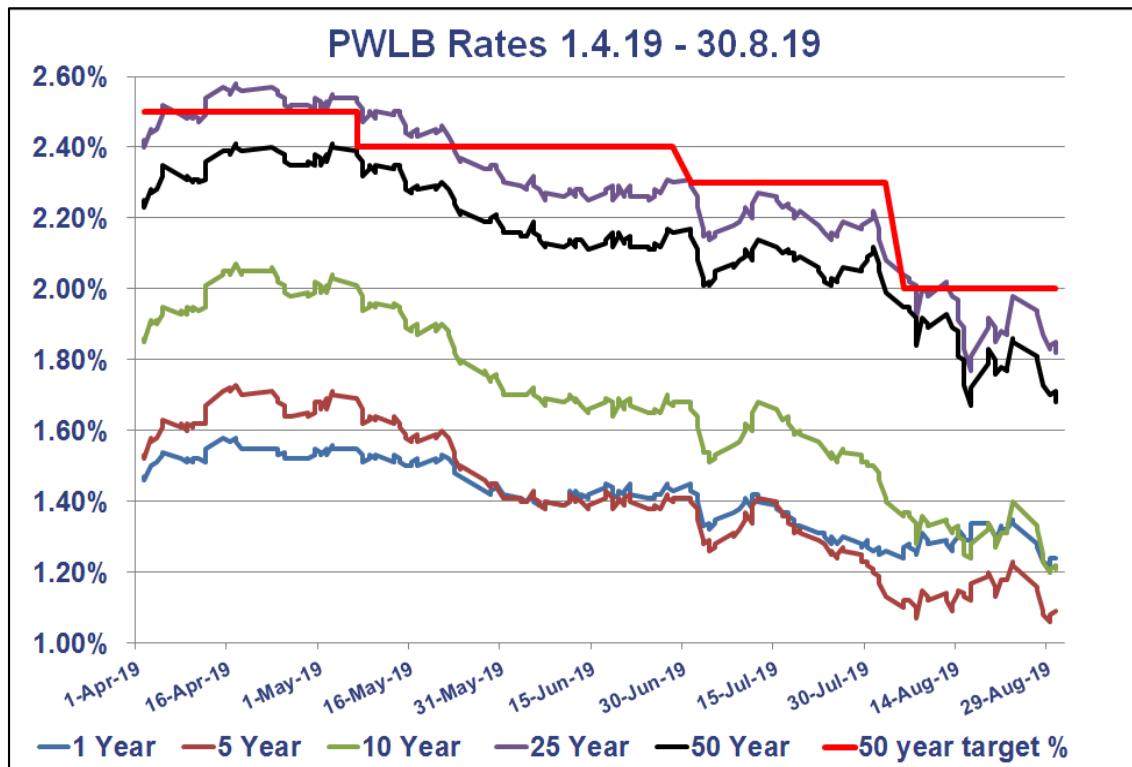
18. In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite.
19. As shown by current forecasts it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades, as rates are very low and in line with the 0.75% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment and the fact that increases in Bank Rate are likely to be gradual, investment returns are likely to remain low.
20. The Council held £104.380 million of investments as at 30/09/2019 (£101.913 as at 31 March 2019)
21. A summary of the Council's investments as at 30 September 2019 are detailed at Appendix 1.

22. The investment portfolio yield for the first six months of the year is 0.91% against a benchmark of 0.73% (Six month LIBID rate). Therefore, the Council outperformed the benchmark by 18 bps (basis points).

Borrowing

23. The Council's Capital Financing Requirement (CFR) for 2019/2020 is £569.960 million. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is usually driven by market conditions.
24. The table in paragraph 15 shows the Council has borrowings of £343.123 million and has utilised £226.837 million of cash flow funds in lieu of borrowing. This figure includes £72.395 million PFI liability, which when accounted for, results in a net internal borrowing position of £154.442 million. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevails.
25. Due to the overall financial position and the underlying need to borrow for capital purposes, it is anticipated that further borrowing may be undertaken at the end of the financial year based on the current capital programme projections.
26. A summary of the Council's borrowing as at 30 September 2019 is detailed at Appendix 2.
27. The graph and table below show the movement in PWLB certainty rates for the first six months of the year to date.

	5 Year	10 Year	25 Year	50 Year
Low	1.06%	1.20%	1.77%	1.67%
Low Date	29/08/2019	29/08/2019	16/08/2019	16/08/2019
High	1.73%	2.07%	2.58%	2.41%
High Date	15/04/2019	17/04/2019	17/04/2019	17/04/2019
Average	1.41%	1.68%	2.27%	2.13%



Increase in the Cost of Borrowing from the PWLB

28. On 9 October 2019 the Treasury and PWLB announced an increase in all PWLB rates of approximately 100 bps across all new borrowing rates. There was no prior warning that this would happen, and it now means that every local authority has to fundamentally reassess how to finance their external borrowing needs and the financial viability of projects in their capital programme due to this unexpected increase in the cost of borrowing.
29. For example, as at 11 October 2019, the PWLB borrowing rate for 50 years was increased 2.81% from 1.81%. Wiltshire Council had been basing all forecasts for future borrowing and business cases on a borrowing rate of 2.60%. This allowed for fluctuations in borrowing rates due to the timing at which Wiltshire Council would enter into any new borrowing, e.g. the Council does not borrow for specified amounts at the time when new business cases are approved; new borrowing would only be taken when identified as required. Therefore, the current difference between the PWLB rate and the assumed borrowing rates by Wiltshire Council is only 0.21%.
30. Representations are going to be made by Local Authorities to HM Treasury to suggest that areas of capital expenditure that the Government are keen to see move forward e.g. housing should not be subject to such a large increase in borrowing rates.
31. Where Wiltshire Council has previously relied on the PWLB as its main source of funding, it now has to reconsider potential alternative cheaper sources of borrowing. At the current time, this is a developmental area as this event has also taken the financial services industry by surprise. We are expecting that various financial institutions will enter the market or make products available to local authorities. Members will be updated as this area evolves.

32. It is possible that the Municipal Bond Agency will be offering loans to local authorities in the future. Wiltshire Council may make use of this new source of borrowing as and when appropriate.

Interest Income & Expenditure Performance

33. The following table illustrates the budgeted and current forecast interest income and expenditure for the year:

Interest Income	Budget (£ million)	Forecast (£ million)	Variance (£ million)
General Fund	(0.850)	(0.784)	0.066
HRA	(0.090)	(0.112)	(0.022)
Total Interest Income	(0.940)	0.870	0.044
Interest Expenditure			
General Fund	9.500	9.503	0.003
HRA	3.799	3.324	(0.475)
Total Interest Expenditure	13.299	12.824	(0.472)
Net Interest Income/Expenditure			
General Fund	8.650	8.719	0.069
HRA	3.709	3.212	(0.497)
Total Net Interest	12.359	11.931	(0.428)

34. These forecasts have been included within the figures reported in the period 6 revenue budget monitoring report to Cabinet.

Debt Rescheduling

35. Debt rescheduling opportunities have been limited in the current economic climate given the consequent structure of interest rates and following the increase in the margin added to gilt yields which has impacted PWLB new borrowing rates since October 2010.

36. No debt rescheduling was undertaken during the half year.

Overview & Scrutiny Engagement

37. Financial Planning Task Group will consider this report on 13 November 2019. Any comments from the Task Group will be reported verbally at the meeting of Cabinet.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

Risk Assessment

43. All investments have been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.74%, which compares favourably with similar rates of other UK local authorities.

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

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

Financial Implications

46. These have been examined and are implicit throughout the report.

Legal Implications

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

Proposals

48. Cabinet is asked to note:

a) that the contents of this report are in line with the Treasury Management Strategy 2019/2020.

b) the performance of the Council's investments and borrowings against the parameters set out in the approved Treasury Management Strategy for 2019/2020.

49. Cabinet is asked to approve:

c) a recommendation to Full Council to approve revised counter party limits of:

- £10.000 million with HSBC in respect of fixed term investments
- £10.000 million with HSBC in respect of balances held on an overnight basis

Alistair Cunningham
Executive Director Growth, Investment & Place

Deborah Hindson
Interim Director Finance & Procurement

Report Author:

Stuart Donnelly, Head of Finance (Corporate)

Email: stuart.donnelly@wiltshire.gov.uk.

Tel: 01225 718582

09 October 2019

Appendices

Appendix 1 Investment Portfolio

Appendix 2 Borrowing Portfolio

Investment Portfolio as at 30 September 2019 (compared to the counterparty list)

Borrower	Amount (£m)	Interest Rate (%)	Start Date	Maturity	Link Credit Rating (see next page for explanatory key)
Landesbank Hessen Thuringen Girobank	8.000	1.13	16/11/2018	15/11/2019	Orange - 12 months
Australia and New Zealand Banking Group	8.000	1.00	02/05/2019	04/11/2019	Orange - 12 months
Lloyds TSB Bank	10.000	1.25	15/05/2019	15/05/2020	Red - 6 months
Australia and New Zealand Banking Group	2.000	0.98	29/05/2019	29/11/2019	Orange - 12 months
DBS Bank Ltd.	2.000	0.91	29/05/2019	29/11/2019	Orange - 12 months
Goldman Sachs International Bank	10.000	0.90	31/05/2019	29/11/2019	Red - 6 months
First Abu Dhabi Bank	2.000	0.92	05/06/2019	05/12/2019	Orange - 12 months
Sumitomo Mitsui BC Europe	10.000	0.83	18/06/2019	18/12/2019	Red - 6 months
Thurrock Council	5.000	0.77	01/07/2019	01/11/2019	Local Authority - 60 months
Santander UK PLC	8.000	0.76	08/07/2019	08/11/2019	Red - 6 months
DBS Bank Ltd.	8.000	0.82	31/07/2019	29/11/2019	Orange - 12 months
HSBC Overnight Investment Account	4.200	0.60	*	*	Orange - 12 months
Svenska Handelsbanken Call Account	14.973	0.75	*	*	AAA
Black Rock Money Market Fund	0.003	0.69	*	*	AAA
JP Morgan Money Market Fund	0.002	0.69	*	*	AAA
Prime Rate Money Market Fund	0.831	0.73	*	*	AAA
Goldman Sachs Money Market Fund	0.001	0.67	*	*	AAA
Aberdeen Investments Liquidity Fund	11.370	0.73	*	*	AAA
Total	104.380				

* Money Market Funds/HSBC Overnight Investment Account/Call Account – cash can be invested and withdrawn on a daily basis (subject to maximum investment limits) so there is no start date or maturity date for the purposes of this report.

Link Asset Services provide a creditworthiness service, which employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- a) credit watches and credit outlooks from credit rating agencies;
- b) CDS spreads to give early warning of likely changes in credit ratings;
- c) sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- a) Yellow – 5 years (this category is for AAA rated Government debt or its equivalent, including an investment instrument – collateralised deposits, where the investment is secured only against local authority debt, namely LOBOs, making them effectively government exposure);
- b) Dark pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
- c) Light pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
- d) Purple – 2 years;
- e) Blue – 1 year (only applies to nationalised or semi nationalised UK Banks and their subsidiaries);
- f) Orange – 1 year;
- g) Red – 6 months;
- h) Green – 100 days; and
- i) No Colour – not to be used.

The advisor's creditworthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

Borrowing Portfolio as at 30 September 2019

Lender	Start Date	Maturity Date	Amount £m	Rate %	Annual Interest £m
Public Works Loan Board (PWLB)					
PWLB	28/03/2012	28/03/2020	8.000	1.99	0.159
PWLB	28/03/2012	28/03/2021	4.000	2.21	0.088
PWLB	15/02/2010	01/06/2021	2.000	4.33	0.087
PWLB	28/03/2012	28/03/2022	8.000	2.4	0.192
PWLB	28/03/2012	28/03/2023	8.000	2.56	0.205
PWLB	15/02/2010	01/06/2023	2.000	4.45	0.089
PWLB	28/03/2012	28/03/2024	8.000	2.7	0.216
PWLB	15/02/2010	01/06/2024	2.000	4.49	0.090
PWLB	28/03/2012	28/03/2025	8.000	2.82	0.226
PWLB	14/08/2001	01/12/2025	0.123	4.875	0.006
PWLB	28/03/2012	28/03/2026	10.000	2.92	0.292
PWLB	15/02/2010	01/06/2026	2.000	4.54	0.091
PWLB	28/03/2012	28/03/2027	8.000	3.01	0.241
PWLB	21/08/2002	01/06/2027	4.000	4.75	0.190
PWLB	28/03/2012	28/03/2028	6.000	3.08	0.185
PWLB	29/07/1999	01/06/2028	1.000	4.75	0.048
PWLB	15/02/2010	01/06/2028	2.000	4.56	0.091
PWLB	28/03/2012	28/03/2029	7.000	3.15	0.221
PWLB	29/07/1999	01/06/2029	1.000	4.75	0.048
PWLB	28/03/2012	28/03/2030	8.000	3.21	0.257
PWLB	29/07/1999	01/06/2030	1.000	4.75	0.048
PWLB	20/05/2005	01/06/2030	2.000	4.45	0.089
PWLB	05/12/2005	18/03/2031	5.000	4.25	0.213
PWLB	28/03/2012	28/03/2031	2.000	3.26	0.065
PWLB	29/07/1999	01/06/2031	1.000	4.75	0.048
PWLB	20/05/2005	01/06/2031	2.000	4.45	0.089
PWLB	21/11/2005	18/09/2031	2.000	4.25	0.085
PWLB	28/03/2012	28/03/2032	5.000	3.3	0.165
PWLB	20/05/2005	01/06/2032	2.000	4.45	0.089
PWLB	04/11/1999	01/12/2032	1.500	4.625	0.069
PWLB	28/03/2012	28/03/2033	6.000	3.34	0.200
PWLB	20/05/2005	01/06/2033	2.000	4.45	0.089
PWLB	15/11/1999	19/09/2033	1.000	4.25	0.043
PWLB	28/03/2012	28/03/2034	7.000	3.37	0.236
PWLB	20/05/2005	01/06/2034	2.000	4.45	0.089
PWLB	15/11/1999	18/09/2034	1.000	4.25	0.043
PWLB	21/11/2005	18/09/2034	5.000	4.25	0.213
PWLB	28/03/2012	28/03/2035	2.000	3.4	0.068
PWLB	14/06/2005	14/06/2035	5.000	4.35	0.218
PWLB	15/11/1999	18/09/2035	1.000	4.25	0.042

PWLB	21/11/2005	18/09/2035	5.000	4.25	0.213
PWLB	15/11/1999	18/09/2036	0.500	4.25	0.021
PWLB	15/11/1999	18/09/2036	0.500	4.25	0.021
PWLB	28/03/2012	28/03/2037	9.000	3.44	0.310
PWLB	11/01/2006	01/12/2037	4.000	4	0.160
PWLB	11/01/2006	01/12/2038	4.000	4	0.160
PWLB	15/02/2010	01/06/2041	2.000	4.57	0.091
PWLB	11/08/2006	01/12/2041	3.000	4.35	0.131
PWLB	15/02/2010	01/06/2042	2.000	4.57	0.091
PWLB	11/08/2006	01/12/2042	2.000	4.35	0.087
PWLB	11/08/2006	01/12/2043	2.000	4.35	0.087
PWLB	06/09/2006	01/12/2044	3.000	4.25	0.128
PWLB	06/09/2006	01/12/2045	3.000	4.25	0.128
PWLB	29/06/2006	18/09/2046	4.000	4.45	0.178
PWLB	30/08/2006	01/12/2046	2.000	4.25	0.085
PWLB	29/06/2006	18/09/2047	4.000	4.45	0.178
PWLB	30/08/2006	01/12/2047	2.000	4.25	0.085
PWLB	09/10/1998	18/09/2048	1.000	4.5	0.045
PWLB	29/06/2006	18/09/2048	3.500	4.45	0.156
PWLB	30/08/2006	01/12/2048	2.000	4.25	0.085
PWLB	09/10/1998	18/09/2049	1.000	4.5	0.045
PWLB	29/06/2006	18/09/2049	3.000	4.45	0.134
PWLB	30/08/2006	01/12/2049	2.000	4.25	0.085
PWLB	30/08/2006	01/06/2050	5.000	4.25	0.213
PWLB	17/09/1998	18/09/2050	1.000	5.125	0.051
PWLB	17/09/1998	18/09/2051	1.000	5.125	0.051
PWLB	07/03/2007	01/06/2052	2.000	4.25	0.085
PWLB	23/07/1998	03/06/2052	1.000	5.5	0.055
PWLB	07/03/2007	01/06/2053	2.000	4.25	0.085
PWLB	23/07/1998	02/06/2053	1.000	5.5	0.055
PWLB	19/06/1998	01/06/2054	1.000	5.375	0.054
PWLB	19/06/1998	01/06/2055	1.000	5.375	0.054
PWLB	21/06/2006	01/06/2055	2.000	4.3	0.086
PWLB	22/06/2006	18/09/2055	4.000	4.35	0.174
PWLB	19/06/1998	01/06/2056	1.500	5.375	0.081
PWLB	21/06/2006	01/06/2056	3.000	4.3	0.129
PWLB	22/06/2006	01/06/2056	6.000	4.35	0.261
PWLB	02/10/1997	25/09/2057	1.500	6.625	0.099
PWLB	13/03/2019	13/03/2063	10.000	2.36	0.236
PWLB	13/03/2019	13/03/2064	10.000	2.36	0.236
PWLB	13/03/2019	13/03/2065	10.000	2.36	0.236
TOTAL PWLB LOANS			282.123		10.161

Lender	Start Date	Maturity Date	Amount £m	Rate %	Annual Interest £m
LOBO Loans					
Barclays Bank	03/12/2004	03/12/2054	10.000	4.45	0.445
FMS Wermanagement	07/12/2004	08/12/2053	10.000	4.45	0.445
PBB Deutsche Pfandbriefbank	10/12/2004	10/12/2052	10.000	4.45	0.445
Dexia Credit Local	10/12/2004	11/12/2051	10.000	4.45	0.445
Barclays Bank	31/08/2005	31/08/2055	5.000	3.99	0.199
Dexia Credit Local	20/02/2006	18/02/2066	6.000	4.45	0.267
Beyern LB	05/03/2007	07/03/2067	4.000	4.2	0.168
Barclays Bank	31/07/2007	01/08/2067	6.000	4.21	0.253
TOTAL LOBO LOANS			61.000		2.667
TOTAL - ALL LOANS			343.123		12.828

Wiltshire Council

Cabinet

19 November 2019

Subject: **Budget Monitoring, Performance & Risk Management
2019/20 Quarter 2 (30 September 2019)**

Cabinet Member: **Cllr Simon Jacobs – Cabinet member for Finance and
Procurement**

Key Decision: **Non Key**

Executive Summary

This report brings together the regular reports on Budget Monitoring, Performance & Risk Management. The aim is to combine key information to give a complete picture of performance, both financial and non-financial, in regular reports which highlights the main area for consideration in a clearer format.

This report advises members of the Budget Monitoring, Performance & Risk Management as at the end of Quarter 2 (as at 30 September 2019) for the financial year 2019/20. Highlighting recommended actions as appropriate.

Budget Monitoring

The Council has delivered most of the savings planned for delivery in 2019/20 and expects to deliver a balanced budget by the end of the financial year. However, there are some services which have identified large variances due to additional cost pressures identified in year and these forecasts indicate a general fund variance, if no further action is taken, of £2.678 million. This is 0.8% of the Council's net budget

Directors and Heads of Service are identifying compensating actions to bring this back into a balanced year end position. Individual recovery plans are being produced for areas showing forecast overspends.

The report includes commentary on the Dedicated Schools Grant (DSG). This is coming under increased pressure in Wiltshire as it is across the country. Current forecast is for a £5.900 million overspend. Mitigation plans are in place to address this overspend; further details are outlined in the main body of this report.

This report also details changes to the capital budget made since the 2019/20 budget was set on 20 February 2019 and reflects the forecast year end position of the 2019/20 capital spend against budget as at Quarter 2 (as at 30 September 2019). The revised capital programme as at Quarter 2 is £158.696 million, which includes £66.369 million of budget reprogramming into future years.

Performance

Due to the timing of the report not all indicators from the Corporate Performance Framework are available to be included. This is because the time required to record

work done, extract data from recording systems, validate that data and report it correctly is, in many cases, weeks rather than days. In addition, a number of the Council's chosen indicators require input from partner organisations who are not ready to report to the council at this time. Available indicators have been included when they relate to the financial information being reported.

Risk Management

The Council's Strategic Risk Register for Quarter 2 (Appendix G) contains 12 significant service and composite corporate risks. Four of those risks have a high inherent rating. Most of the risks on the strategic register remain as they were in quarter one.

Proposal

Cabinet is asked to note:

- a) that the budget is forecast to breakeven by the end of the financial year with the General Fund Quarter 2 projected year end outturn being an overspend risk of £2.678 million, before management actions are made.
- b) the HRA Quarter 2 projected year end outturn is online.
- c) the 2019/20 capital programme as at quarter 2 (30 September 2019) has been revised to a budget of £158.696 million (including requested additions).
- d) outturns against the selected performance measures in relation to the Council's Business Plan.
- e) the scoring and commentary on the Strategic Risk Register.

Cabinet are asked to approve:

- f) the budget virements in the revenue budget and capital programme, per Appendices C, D & E.
- g) a recommendation to Full Council to approve additions to the capital programme of £0.644 million.

Reason for Proposal

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

To inform Cabinet of the position of the 2019/20 budget as at Quarter 2 (30 September 2019), including highlighting any budget changes.

To inform Cabinet on Performance and Risk in the context of the financial position in relation to the Council's stated aims in its Business Plan.

Carlton Brand, Alistair Cunningham OBE and Terence Herbert – Executive Directors

Wiltshire Council

Cabinet

19 November 2019

Subject: **Budget Monitoring, Performance & Risk Management
2019/20 Quarter 2 (30 September 2019)**

Cabinet Member: **Cllr Simon Jacobs – Cabinet member for Finance and
Procurement**

Key Decision: **Non Key**

Purpose of Report

1. To advise Members of the Budget Monitoring, Performance & Risk Management position 2019/20 Quarter 2 (30 September 2019) for the financial year 2019/20 with suggested actions as appropriate.
2. To inform Cabinet on the position of the 2019/20 revenue and capital budgets as at quarter 2 (30 September 2019), including highlighting any budget changes.
3. To provide an update on the progress against the stated aims in the Council's Business Plan to include measures from the corporate performance framework as well as the latest version of the Council's strategic risk register as at the end of September 2019.

REVENUE BUDGET BACKGROUND

4. The Council approved the 2019/20 budget at its meeting on 26 February 2019 for the sum of £332.377 million. The report focuses on forecast exceptions to meeting the approved budget. Comprehensive appendices showing the individual service headings are included in Appendix A. More details on any revisions to the original base budgets in year are also included in the report.

Revenue Summary

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

Summary Position	2019/20 Budget	Profiled Budget to date	Actual to date	Projected Position for Year	Projected Variance	Variance reported at Quarter 1	Movement since Quarter 1
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
General Fund Total	332.377	219.505	203.238	335.055	2.678	0.500	2.178
Dedicated Schools Grant (DSG) *	180.333	45.914	47.114	186.288	5.900	3.000	2.900
Housing Revenue Account	0.000	(7.626)	(8.033)	0.000	0.000	0.000	0.000

*High Needs Block

6. This projected position is the current projected outturn position after any current approved recovery actions have been actioned. Information on significant movements since Quarter 1 are included in the detail below.
7. Managers are instigating recovery plans which will ensure that an overall break-even position is achieved by the end of the year. Further details are included below.

Recovery Plans

8. The reports shows that some services have identified large variances at this stage of the year. Details of these areas are included below. Directors and Heads of Service are identifying compensating actions to bring these variances back in line. These are explained in the service sections below.
9. As corporate measures, officers are committed to ensuring that non-essential spend is delayed or not undertaken. This will include staffing and non-staffing costs. Additionally, they are looking to bring forward savings and efficiencies into 2019/20 to help mitigate budget pressures and to reduce costs wherever possible.
10. As well as this, a review of outstanding earmarked reserves and grants and has been undertaken in order to identify potential reserves and grants that could be released to mitigate the service in year position A review of transformation costs

that have delivered savings is in progress to facilitate an increased use of flexible capital receipts in line with the Council's flexible use of capital receipts strategy.

11. Officers are formulating and embedding these recovery plans, and it is currently forecast that enough compensating savings will be identified to ensure that the Council break even by the end of the financial year. This will need to be rigorously monitored and a tracker for mitigation plans, alongside the existing savings tracker, will be developed.
12. Where Corporate services are currently forecasting an underspend position, it is proposed that these underspends are used to ensure that the overall council position breaks even.
13. At the beginning of 2019/20 the General Fund Reserve balance was £15.100 million; it is essential that this projected overspend is recovered without the need to draw on the General Fund reserve to ensure that an adequate minimum reserve balance is maintained.

Budget Movements

14. There have been a number of budget movements during 2019/20. These are due to budget virements (transfers) relating to factors such as structural changes or allocation of funding for the pay award. A full breakdown is shown in Appendix B. The overall net budget remains the same as agreed by Full Council in February 2019.
15. In accordance with the scheme of delegation those budget transfers amounting to more than £0.250 million need to be reported to Members. Details are included in Appendix C.

REVENUE BUDGETS

16. The breakdown of the projected year end position by services is set out as follows

Summary Position	2019/20 Budget	Profiled Budget to date	Actual to date	Projected Position for Year	Projected Variance	Variance reported at Quarter 1	Movement since Quarter 1
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
Adult Care, Public Health & Digital	156.106	81.737	79.627	157.485	1.379	0.000	1.379
Children & Education Service	80.845	100.485	79.528	83.801	2.956	0.000	2.956
Growth, Investment & Place Service	99.431	46.924	46.642	102.644	3.213	2.900	0.313
Corporate	(4.005)	(9.641)	(2.559)	(8.875)	(4.870)	(2.400)	2.470
General Fund Total	332.377	219.505	203.238	335.055	2.678	0.500	2.178

17. The corporate composite risk related to budget management remains in the medium bracket. Monthly reporting to the Corporate Leadership Team and quarterly reporting to Cabinet help mitigate this risk as does continued monitoring of projected spend, linked metrics and managers applying a rating to savings targets.

18. The corporate risk around the difficulty of delivering a balanced budget with uncertainty in the future of local government financing has remained low. This is because of the continued delay in the expected review. This risk will be removed from the corporate risk register until a time when it becomes relevant again.

19. The corporate composite risk around contract management remains at the high level and on the edge of the Council's risk appetite. The Corporate Leadership Team have approved an action plan and, while partly underway, its full impact has yet to be felt. It is hoped that the residual risk could be scored lower in future quarters.

General Fund Monitoring Details

20. Overall the Quarter 2 report identifies potential net year end forecast overspend of £2.678 million before further mitigating action. Below are the details of the services and comments on the main forecast variances.

21. Overall a significant proportion of service expenditure is in line with budget profiles and forecasts, however areas of concern have been highlighted. Details of these areas are included below. Directors and Heads of Service are identifying compensating actions in order to ensure a balanced year end position.

ADULT SOCIAL CARE, PUBLIC HEALTH, LEGAL AND DIGITAL SERVICE

Summary Position	2019/20 Budget	Profiled Budget to date	Actual to date	Projected Position for Year	Projected Variance	Variance reported at Quarter 1	Movement since Quarter 1
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
Adults 18+	48.901	23.199	32.674	51.065	2.164	0.000	2.164
Mental Health	18.281	10.090	7.740	17.838	(0.443)	0.000	(0.443)
Learning Disabilities	51.914	25.872	21.683	52.027	0.113	0.000	0.113
Adults Commissioning	23.019	13.856	5.609	23.384	0.365	0.000	0.365
Total Adults	142.115	73.017	67.706	144.314	2.199	0.000	2.199
Public Health	1.418	0.884	0.649	0.998	(0.420)	0.000	(0.420)
Information Services	8.806	6.108	9.143	8.806	0.000	0.000	0.000
Legal & Democratic	3.767	1.728	2.129	3.367	(0.400)	0.000	(0.400)
Adult Care, Public Health & Digital Service Total	156.106	81.737	79.627	157.485	1.379	0.000	1.379

Adult Social Care

22. Adult Social Care budgets are projecting a net variance of £2.199 million overspend.

23. A recovery plan is being developed to address this projected overspend.

24. The 18+ Service – risk of additional budget pressures of £2.164 million

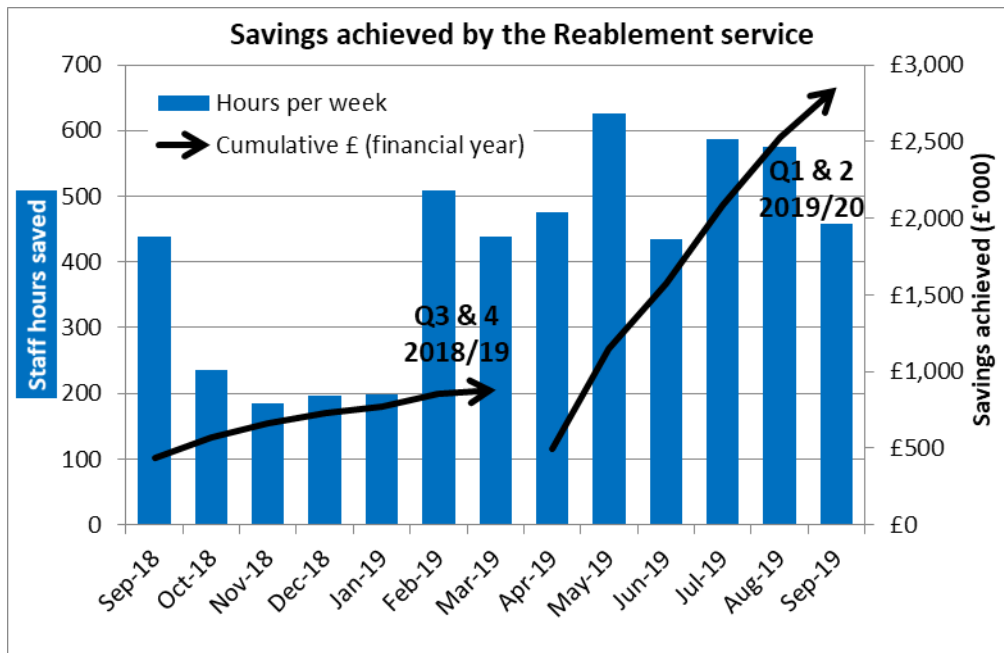
- a. Although the Reablement in-house service is over achieving its savings target of £2.350 million (of which £3.776 million has been achieved to date), there has been a sharp reduction in people having a direct payment (27%) and transferring to have council arranged domiciliary care packages. There has also been an increase of 20 residential spot purchases since budget setting which equates to 6.69%. The demographic growth projected (as per ONS) was 4.5%.

25. Wiltshire Council aims to provide care as close to home as possible for its customers. Wiltshire Council's in-house Reablement service became operational in September 2018. Reablement is a short-term intervention in a person's own

home designed to maximise independence and reduce the need for long term and ongoing care. In the second half of the last financial year the Reablement service avoided the need for over 2,000 hours of care; over 3,100 hours have been saved in the first six months of the current financial year.

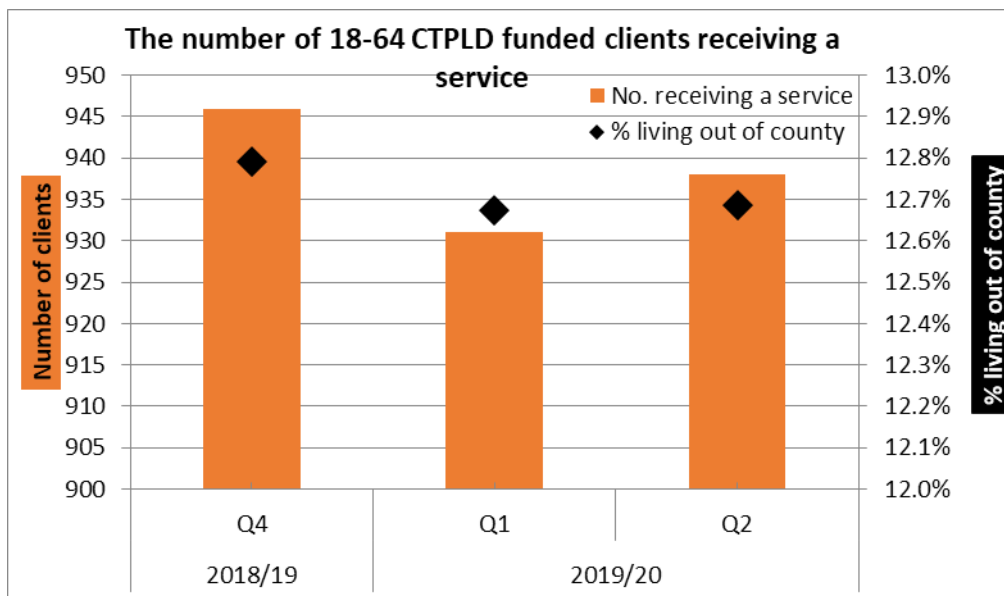
Month	Hours Per Week	Savings Achieved £ m	Full year Effect Savings £ m
Total 2018/19	2,202	£0.878	£3.029
Apr-19	475	£0.493	£0.511
May-19	625	£0.659	£0.755
Jun-19	458	£0.422	£0.527
Jul-19	587	£0.510	£0.710
Aug-19	575	£0.448	£0.697
Sep-19	458	£0.318	£0.576
Total 2019/20	3,178	£2.850	£3.776
Total To date	5,380	£3.728	£6.805

26. The Council aims to provide care as close to home as possible for its customers. Wiltshire Council's in-house Reablement service became operational in September 2018. Reablement is a short-term intervention in a person's own home designed to maximise independence and reduce the need for long term and ongoing care. In the second half of the last financial year the Reablement service avoided the need for over 2,000 hours of care; over 3,000 hours have been saved in the first half of the current financial year. The total cumulative savings made by the service are nearly £3 million in the six months to October 2019. The total cumulative savings in the previous six months was just under £0.9 million.



Better performance is shown by a higher number

27. The Community Team for People with Learning Difficulties (CTPLD) also aims to provide support for its clients as close to home as possible. In quarter three the proportion of CTPLD clients living out of county was 12.7% which was almost identical to the position six months before. The total number of people supported by CTPLD has fallen by 1% in the last six months.



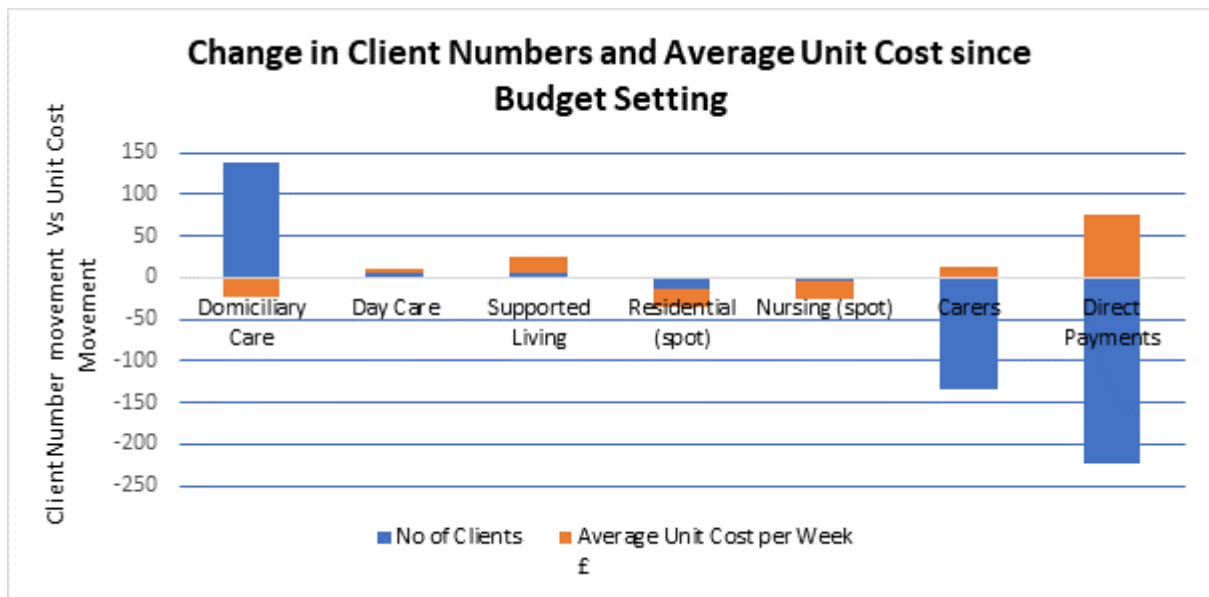
Better performance is shown by a lower rate

28. Mental Health, current trends suggest that they will underspend, however this is after taking into account two savings targets which are still to be achieved:

- i. Shared Lives - £0.135 million savings target; and
- ii. Service Redesign - £0.039 million

Work is ongoing to achieve these targets.

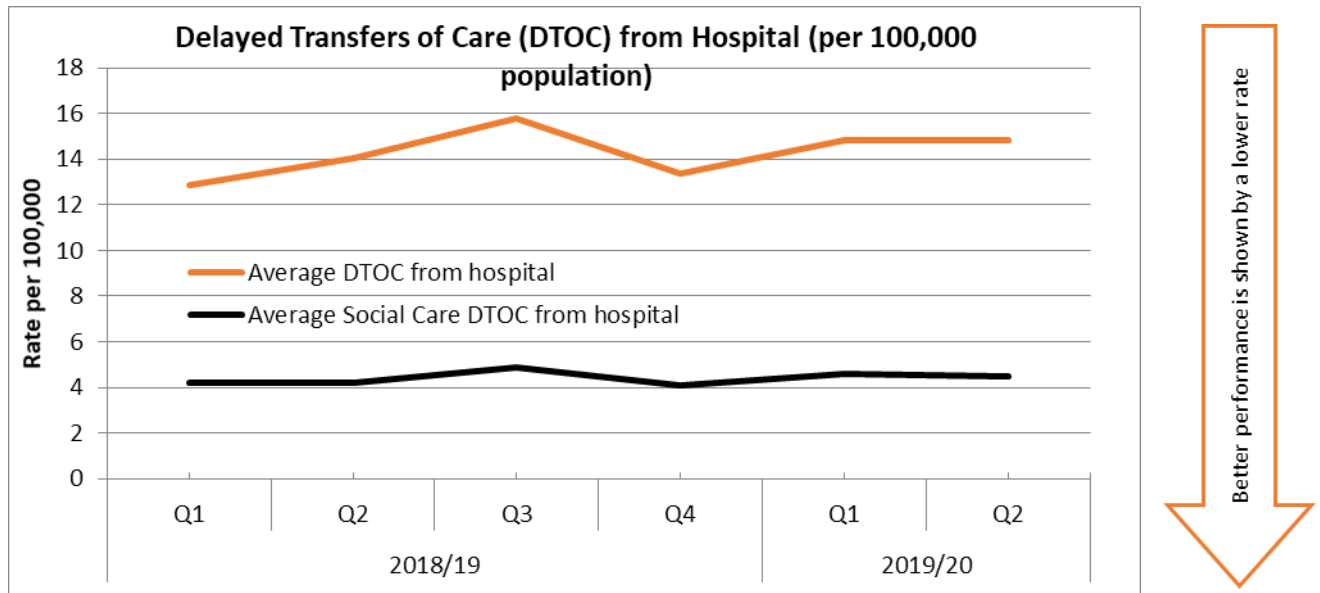
29. The Shared Lives Service provides accommodation, care and support to people unable to live independently. The service is provided in the home of approved Shared Lives carers, where people are helped with their everyday needs - from guidance, reminders or prompts to help with everyday tasks, personal care and accessing health services. There has been 2 additional Shared Lives Placements in the last few months.
30. Learning Disabilities - risk of additional budget pressures of £0.117 million. This is in the in-house provider service which provides day care and respite. These services have been restructured and the projected financial pressure has reduced by over £0.500 million since Quarter 1.
31. Commissioning is currently working towards an underspend of £0.365 million, which relates to the contracts with the OSJ for residential and nursing beds.
32. The main underlying pressure across Adult Social Care relates to placements and the increase in both activity and unit cost. The table below shows the reduction in direct payments and the correlating increase in domiciliary care.



33. Ensuring that vulnerable people get the right support at the right time remains a major concern of the Council's care teams. Wiltshire Council monitors performance in the delayed transfer of care (DTOC); when a patient is ready to leave hospital but is unable to do so because of a lack of appropriate health or social care. DTOC is measured as the average number of people delayed in hospital as a rate per 100,000. Over the last 18 months the level of DTOC level in Wiltshire has remained

fairly constant with the proportion, identified by the NHS, as being the responsibility of Wiltshire Council Social Care being around 30%.

34. The corporate critical service risk related to Safeguarding Adults remains at the medium level it has been at for the last few quarters. The introduction of the Adults Multi-Agency Safeguarding Hub (MASH), which had a formal launch in May 2019, has meant that the likelihood of safeguarding incidents occurring is as low as it is

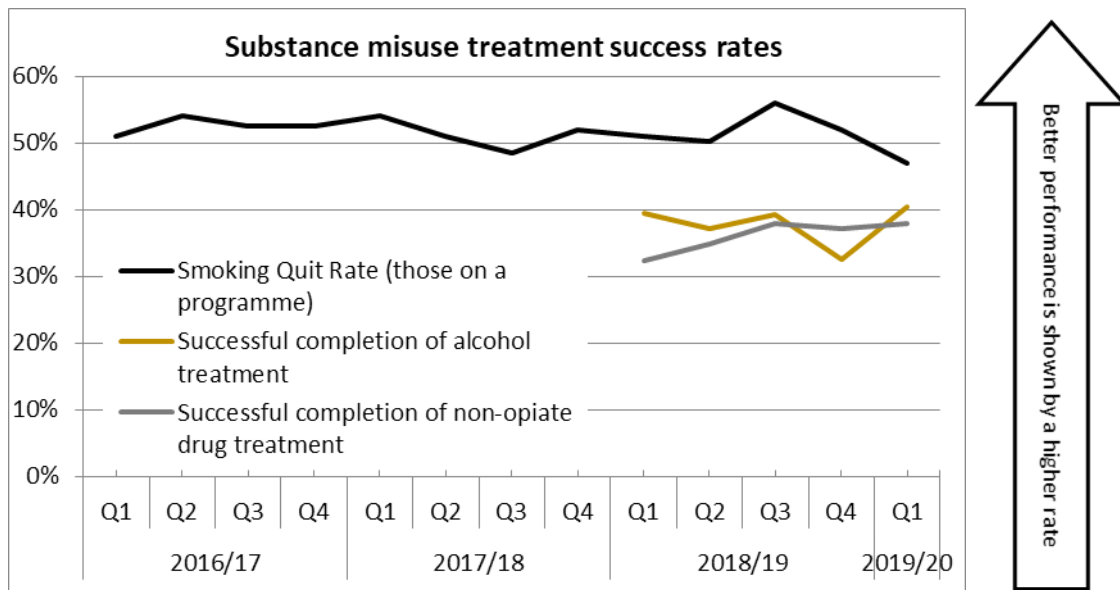


anticipated that it could be. Because of the seriousness of any safeguarding issues it is not expected to be possible to reduce this risk below its current level.

Public Health

35. Public Health is projecting a net variance of (£0.420) million after use of one-off earmarked reserves to fund public health as part of the recovery plan.

36. As part of building safer communities Wiltshire Council aims to reduce the level of substance misuse in the county. Through the Public Health service, the Council invests in rehabilitation and support for people afflicted by substance misuse. A range of services are provided including to help people quit smoking and manage problem alcohol or other substance misuse. Success rates on these programmes have been largely static over the last year. Despite the fall to below 50% success rate for those on a smoking cessation programme in quarter one 2019/20 the Wiltshire rate matches the rate for England as a whole.



37. The corporate composite risk around health, safety and wellbeing is maintained at the low level that it has been at for the last year. New actions including the introduction of a staff wellbeing platform and a lone working audit help to ensure the component risks across the council are well managed.

Information Services

38. Information Services is forecasting a balanced year end position.

39. The corporate Cyber Resilience risk, which considers the likelihood and impact of potential cyber-attacks on the Council's information technology systems, remains high. There has been a fall in the likelihood score of the inherent risk because a new action plan has been put in place. However, the impact of that action plan is yet to be felt so the overall risk remains high and on the cusp of being outside the corporate risk appetite.

Legal, Electoral & Registration

40. Legal, Electoral & Registration is projecting a net variance of (£0.400) million after use of one-off earmarked reserves as part of the recovery plan. Service pressures of £0.200 million arising from the need to extend the use of external consultancy services to cover for long term sickness within the Elections team as well as to mitigate against the risk of the unplanned general election are offset by an in-year reduction of £0.200 million and a one-off release of £0.400 million from the Elections Earmarked Reserve.

Adult Social Care, Public Health, Legal & Digital Recovery Plan

41. The recovery plan for this service includes:

- Review and release of one-off earmarked reserves totalling £1.020 million
 - £0.420 million (Revenue Grants Earmarked Reserve)
 - £0.600 million (Elections Earmarked Reserve)
- Review potential increased use of flexible capital receipts to fund transformational work
- Review all red rated savings and deliver commitments
- Review direct payments and clawback surplus
- Review non-essential spend and defer recruitment to non-essential vacancies
- Adult social care to focus on reablement and enablement and personal budgets to achieve better value for money as well as rigorously challenging high cost care packages through the QUAM process

CHILDREN & EDUCATION, COMMUNICATIONS AND HUMAN RESOURCES SERVICES

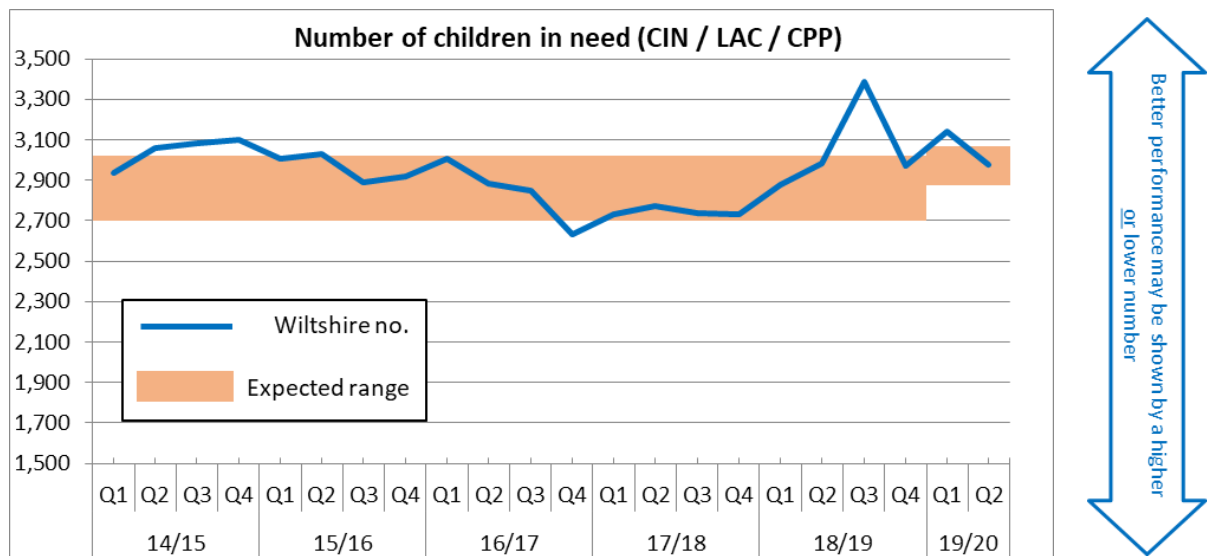
Summary Position	2019/20 Budget	Profiled Budget to date	Actual to date	Projected Position for Year	Projected Variance	Variance reported at Quarter 1	Movement since Quarter 1
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
Children's Commissioning	5.234	16.964	15.468	5.234	0.000	0.000	0.000
Children's Social Care	42.354	21.085	23.014	44.214	1.860	0.000	1.860
0-25 Service: Disabled Children & Adults	19.387	26.988	31.232	20.615	1.228	0.000	1.228
School Effectiveness	4.525	4.208	3.506	4.500	(0.025)	0.000	(0.025)
Funding Schools	0.000	26.741	0.949	0.000	0.000	0.000	0.000
Children & Education Totals	71.500	95.986	74.169	74.563	3.063	0.000	3.063
Corporate Services	4.936	2.309	2.910	4.936	0.000	0.000	0.000
Communications	1.215	0.634	0.719	1.258	0.043	0.000	0.043
Human Resources & Org Development	3.194	1.556	1.730	3.044	(0.150)	0.000	(0.150)
Children & Education Service Totals	80.845	100.485	79.528	83.801	2.956	0.000	2.956

Children & Young People with Social Care Needs

42. This is a demand driven area. The LAC external placement budget is forecasting additional budget pressure due to a number of factors including increased numbers of children in our care and an increase in placement costs of residential and Independent Fostering Agency placements. This is offset by underspends in inhouse foster care and special guardianship orders. A £1.860 million overspend is forecast after use of one-off earmarked reserves in relation to prior year unspent revenue grants as part of the recovery plan. Significant effort is being put into

individual case reviews and mitigating action through the LAC Placement budget monitoring project and FACT workstreams and work is ongoing in an effort to reduce the overspend by the year end, however Wiltshire's increase is aligned to the national increase in social care activity and expenditure.

43. The number of young people who have a status of 'Child in Need' or 'Looked After Child' or who have a Child Protection Plan in place in Wiltshire remains around 3,000. This quarter two total is almost identical to the same period in the previous year but is 5.3% lower than quarter one 2019/20. The expected range for this indicator is set nationally at between 272 and 290 per 10,000 for 2019/20. The current level falls within the expected range.



44. Other pressures reflect the recruitment and retention issues in the Support & Safeguarding service where vacant social worker posts have been filled by more expensive agency staff, whom are more expensive than permanent staff, in order to ensure caseloads are manageable plus savings plans which have not come to fruition – these are largely offset by vacancies held in the looked after children & 16+ teams.

	Weeks Care	Expenditure £ million
Budgeted	35,070	19.296
Forecast	36,459	21.165
Forecast Variance	1,389	1.870

45. The corporate critical service risk around Safeguarding Children remains at a high level. The score of 12 puts this risk at the level of its corporate risk appetite meaning that the organisation expects to be implementing actions to mitigate the risk. The actions being taken are to ensure that Children's Services caseloads remain small enough to be effective. Caseloads are reviewed by heads of service and referred

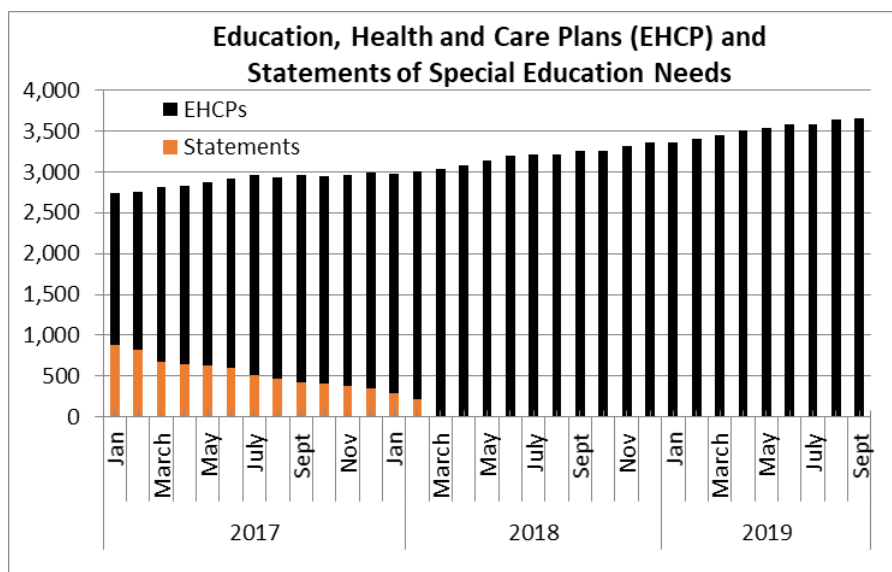
to the Outcomes Board if they reach a critical level. A clear recruitment and retention policy is in place to ensure that there are enough qualified workers in the Council.

0-25 Service: Disabled Children & Adults

46. 0-25 Service: Disabled Children & Adults is forecasting a net variance of £1.228 million after use of one-off earmarked reserves in relation to prior year unspent revenue grants as part of the recovery plan.
47. There is a demand driven budget pressure in the SEND placement budget – around the rising number of children with complex needs, transitions cases and the budget savings target and availability of local provision. The rising demand for education, health & care plans (EHCPs) is leading to a cost pressure on SEND transport of £0.700million. These are somewhat offset by vacancies held in operational teams.

	FTE of Packages of Care	Expenditure £ million
Budgeted	517.17	5.183
Forecast	603.38	6.292
Forecast Variance	86.21 (17%)	1.108 (21%)

48. Improving support for people with Learning Disabilities includes being able to identify, correctly, who those people are and what their needs might be now and into the future. In the last two years the number of young people with a Statement has decreased by 98% as Statements have been replaced by Education, Health and Care Plans (since the introduction of the Children and Families Act 2014). Over the same period the total number of children with either a Statement or an ECHP has increased by 24%.



Better performance may be shown by a higher or lower number

Corporate Services

49. Corporate Services is forecasting a balanced year end position.

50. Following the incidents in Salisbury and Amesbury in 2018 the Council has been managing the economic recovery for the Southern Wiltshire region. The risk relating to the failure to revive Salisbury’s economy remains at a high level. The dedicated recovery team is building and supporting opportunities to revive the high streets, improve the cultural offer and stimulate new growth. The team has progressed to the next stage of the government’s Future High Street Fund. The funding bid, if successful, will enable a number of projects and reduce the risk of failing to revive Salisbury’s economy.

Human Resources & Organisational Development Services

51. The corporate composite risk related to the recruitment and retention of staff remains at the same medium level as it has for the last few quarters. There are some service specific risks that feed into this this composite risk that are scored at a high level but the overall impact on the Council is not seen to be high. Managers continue to implement changes in response to the most recent staff survey.

Children & Education, Communications and Human Resources Services Recovery Plan

52. The recovery plan for this service includes:

- Review and release of one-off earmarked reserves totalling £0.176 million:
 - £0.176 million (Revenue Grants Earmarked Reserve)
- Review potential increased use of flexible capital receipts to fund transformational work
- Review efficient use of in year grant income to fund expenditure
- Review all red rated savings and deliver commitments
- Review non-essential spend and defer recruitment to non-essential vacancies

GROWTH, INVESTMENT & PLACE, COMMUNITIES & FINANCE SERVICES

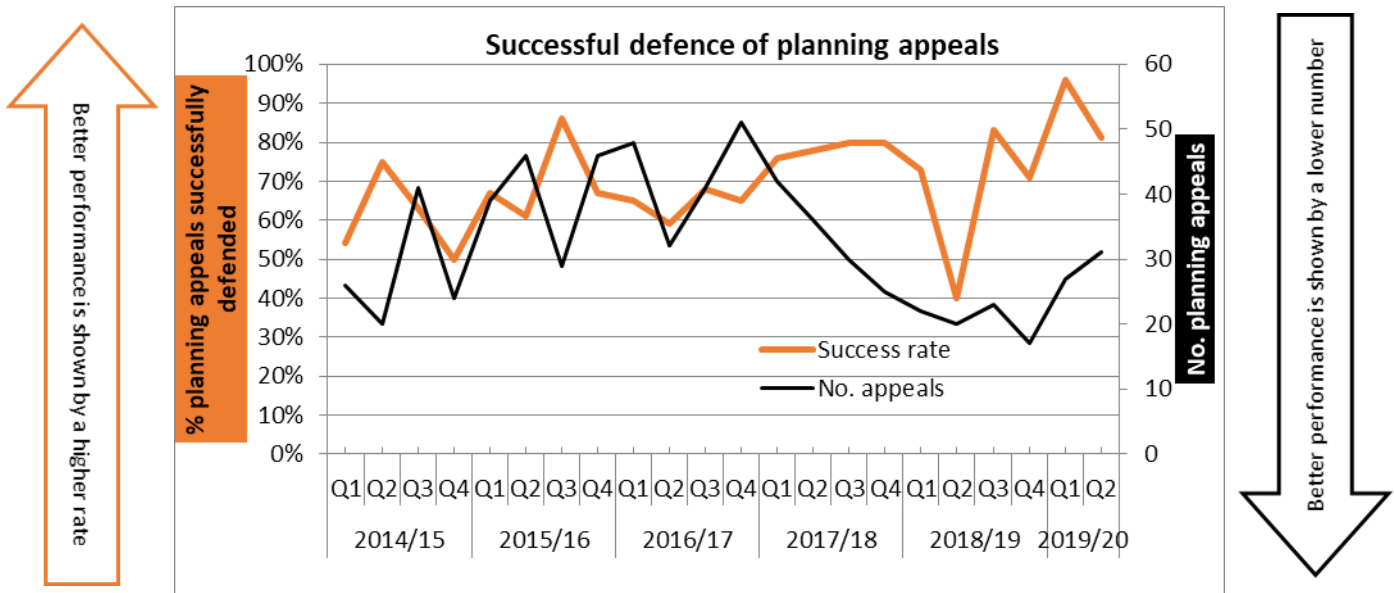
Summary Position	2019/20 Budget	Profiled Budget to date	Actual to date	Projected Position for Year	Projected Variance	Variance reported at Quarter 1	Movement since Quarter 1
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
Economic Development & Planning	2.282	1.028	1.161	2.732	0.450	0.000	0.450
Highways	19.356	9.743	9.170	19.356	0.000	0.000	0.000
Car Parking	(6.812)	(3.041)	(3.055)	(6.812)	0.000	0.000	0.000
Waste & Environment	38.599	12.771	9.023	40.999	2.400	2.400	0.000
Housing Services	4.157	2.624	2.995	3.520	(0.637)	0.000	(0.637)
Strategic Asset & Facilities Management	12.051	7.779	5.434	12.051	0.000	0.000	0.000
Libraries, Heritage & Arts	5.494	2.688	2.992	5.994	0.500	0.500	0.000
Leisure	(0.164)	0.141	0.348	0.136	0.300	0.000	0.300
Transport	17.580	7.414	6.818	17.580	0.000	0.000	0.000
Public Protection	0.547	0.125	0.034	0.747	0.200	0.000	0.200
Finance & Procurement	7.041	5.422	5.539	7.041	0.000	0.000	0.000
Revenues & Benefits – Subsidy	(0.700)	0.230	6.183	(0.700)	0.000	0.000	0.000
Growth, Investment & Place Service Totals	99.431	46.924	46.642	102.644	3.213	2.900	0.313

Economic Development & Planning

53. Economic Development & Planning is forecasting a £0.450 million overspend after use of one-off earmarked reserves in relation to prior year unspent revenue grants and Development of the Local Plan as part of the recovery plan. This is due to underachievement of income budgets £0.650 million and £0.100 million in relation to cross cutting management savings target. Income budget totals £7.186 million across Development Management, Building Control and Land Charges.

54. Income budgets were underachieved by £0.871 million in 2018/19 with major planning applications down by 22% in 2018/19, 158 major applications in 2018 compared to 202 in 2017 (period April to March). Applications have not been this low since 2013/14. In the first quarter of 2019/20 we had a lower number of planning applications resulting in lower income than the budget forecast. It is thought that this reduction is in part down to the uncertainties of Brexit with Developers delaying and shying away from major applications.

55. Wiltshire Council's Business Plan states that sustainable development will be achieved by delivering development where it is needed and in accordance with Wiltshire's Core Strategy. Making the right planning decisions helps enable that ambition. Although quarter two saw a dip in the proportion of appeals successfully defended it was not as severe as the fall in the same period last year and remains above 80%. There were only six unsuccessful defences in quarter two this year, half the number that there were the in quarter two in 2018/19.



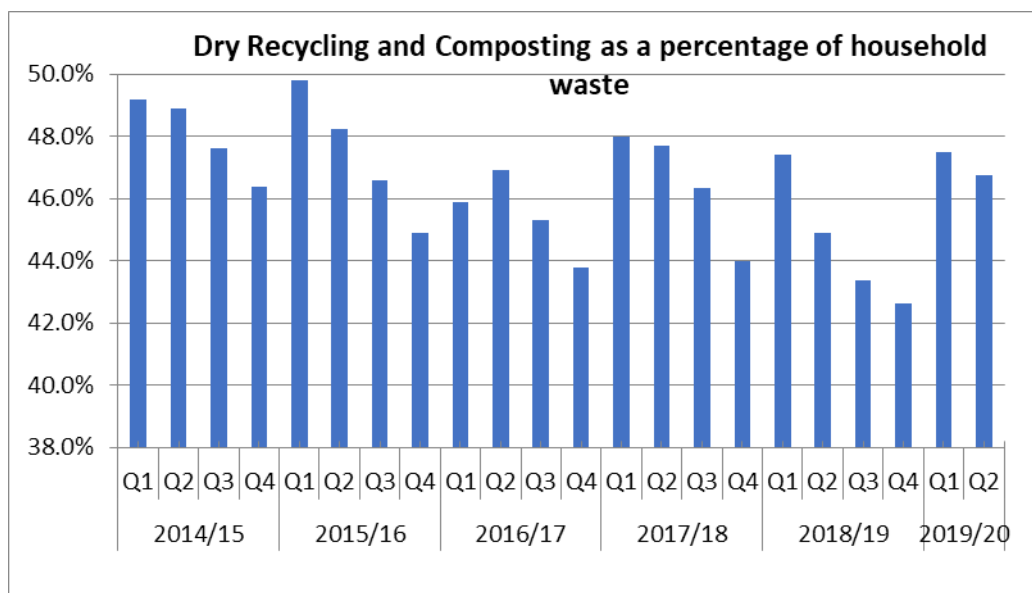
Highways

56. Highways is forecasting a balanced year end position.

Waste & Environment

57. As discussed in Quarter 1, an interim waste service will need to continue for 8 months more than budgeted. This is forecast to cost up to £2.400 million above budget in 2019/2020.

58. Wiltshire Council aims to meet the national target of 50% of household waste being recycled or composted by 2020. The recycling rate is shown as a year-to-date figure. Dry recycling, as a percentage of household waste, was 46.8% in quarter two; two percentage points higher than in the same period last year. Services introduced in August 2018 as part of new waste contract are anticipated to increase recycling levels; as residents will be able to recycle additional materials at the kerbside. However, due to the change in behaviour required, this impact is not expected to be seen in this financial year. Quarters three and four usually show a lower level of recycling because of the reduction in garden waste.



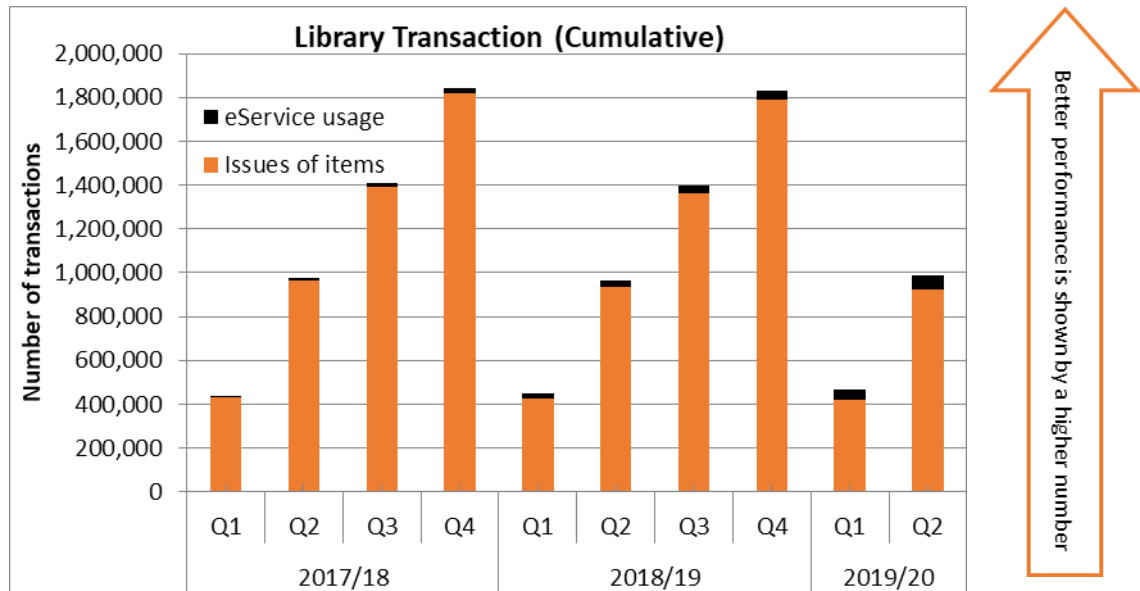
Housing Services

59. Housing Services is projecting a net variance of (£0.637) million after use of one-off earmarked reserves in relation to prior year unspent revenue grants as part of the recovery plan.

Libraries, Heritage & Arts

60. As identified in quarter 1, Communities & Neighbourhood Services are reporting a £0.500 million pressure in relation to Library Services, whilst savings proposals are being approved, reviewed and implemented.

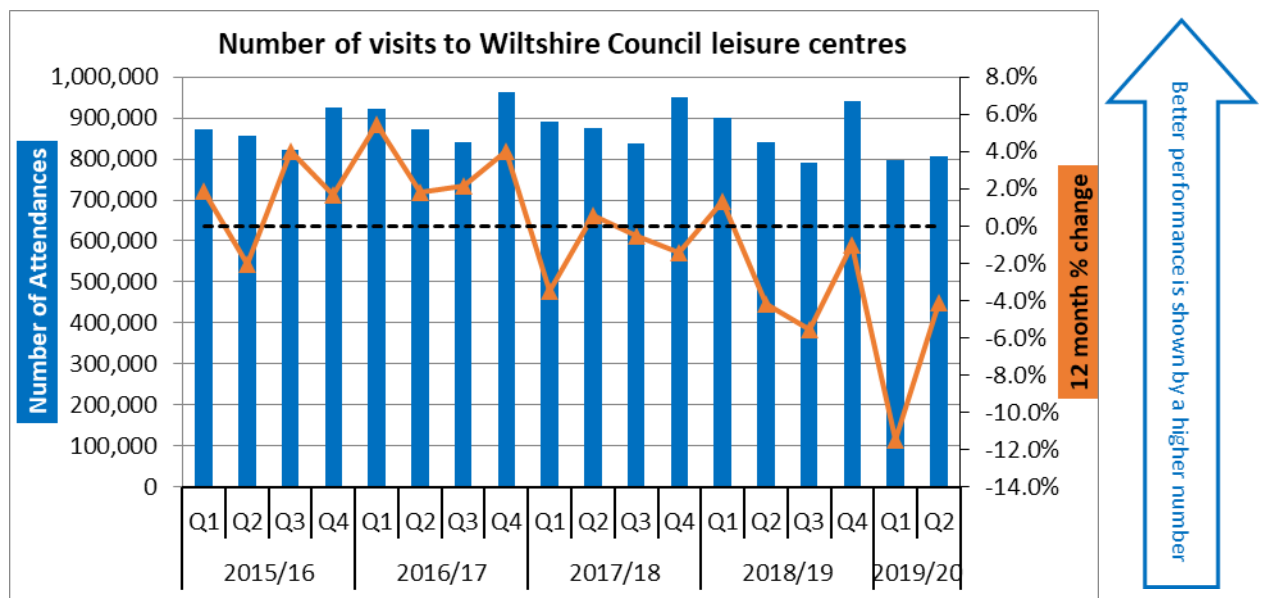
61. In addition to the general changes in the use of physical libraries a fall in the quantity and quality of stock has had an impact on the physical transactions in Wiltshire's libraries. At the same time there is a growth in electronic lending. This includes eBooks, eAudio and eMagazines which now make up 4.9% of all items loaned from Wiltshire's libraries. When combined the cumulative physical and electronic loans at the end of quarter two are 2.5% higher than they were at the same time last year. This growth is attributed entirely to electronic loans which grew by 136.1%



Leisure

62. Leisure is forecasting £0.300 million overspend, £0.249 million in relation to cross cutting management saving target and net £0.051 million underachievement of income / increased expenditure due to facility closure and performance issues that have now been identified and resolved.

63. Wiltshire Council aims to provide opportunities for its residents to participate in physical activity through its leisure offer. Visits to Wiltshire Council leisure centres go through an annual cycle with the highest attendance figures in quarter four of each year (following the start of the new calendar year) and quarter three showing the lowest. Some of quarter two's attendance figures have been estimated based on previous years' numbers while new systems are calibrated. Based on these figures, quarter two saw a 4.1% decrease in attendance on the previous year but a 0.9% increase on the previous quarter.



Public Protection

64. Public Protection is forecasting £0.200 million overspend, £0.127 million in relation to cross cutting management saving target and £0.073 million from historic saving targets and underachievement of income targets.

Growth, Investment and Place, Communities & Finance Services Recovery Plan

65. The recovery plan for this service includes:

- Review and release of one-off earmarked reserves totalling £0.787 million:
 - £0.300 million (Development of Local Plan Earmarked Reserve)
 - £0.487 million (Revenue Grants Earmarked Reserve)
- Review potential increased use of flexible capital receipts to fund transformational work
- Review all red rated savings and deliver commitments
- Review non-essential spend and defer recruitment to non-essential vacancies

CORPORATE EXPENDITURE

Summary Position	2019/20 Budget	Profiled Budget to date	Actual to date	Projected Position for Year	Projected Variance	Variance reported at Quarter 1	Movement since Quarter 1
	£ m	£ m	£ m	£ m	£ m	£ m	£ m
Corporate Directors	0.899	0.698	0.694	0.899	0.000	0.000	0.000
Members	2.231	1.095	1.093	2.231	0.000	0.000	0.000
Movement on Reserves	(2.823)	(3.172)	(3.172)	(2.823)	0.000	0.000	0.000
Capital Financing	20.334	3.570	5.758	17.806	(2.528)	(0.500)	(2.028)
Restructure & Contingency	1.995	0.990	1.491	1.703	(0.292)	0.000	(0.292)
General Government Grants	(33.166)	(16.783)	(12.365)	(35.066)	(1.900)	(1.900)	0.000
Corporate Levies	6.525	3.961	3.942	6.375	(0.150)	0.000	(0.150)
Corporate Totals	(4.005)	(9.641)	(2.559)	(8.875)	(4.870)	(2.400)	(2.470)

Capital Financing

66. This is the revenue costs of funding the capital programme. The capital programme was set at budget setting to ensure affordability and deliverability. This included estimates of requirements against large capital schemes in the future plan, such as special schools and the digital programme. These requirements are constantly reviewed. At present it is forecast that Capital Financing will be underspent by £2.528 million at the end of the financial year after use of one-off earmarked reserves from the Capital Financing Earmarked Reserve as part of the recovery plan. This earmarked reserve's purpose was to help smooth the fluctuations in the revenue costs of financing the capital programme (external interest and minimum revenue provision (MRP)). This reserve is no longer required as these costs have been factored into the current and future year's Capital Financing revenue budget within the Medium Term Financial Strategy.

Restructure & Contingency

67. Restructure & Contingency is projecting a net variance of (£0.292) million after use of one-off earmarked reserves from the Enabling Fund Earmarked Reserve as part of the recovery plan. The Enabling Fund was created to fund one-off projects such

as the Boundary Review. Following a review of all current remaining calls on the Enabling Fund, the remaining unallocated balance has been released.

General Government Grants

68. General Government Grants are forecasting to be £1.900 million higher than budget, in respect of business rates. This is unchanged from Quarter 1. The base is recalculated annually upon submission of the annual return to central government.

Corporate Services Recovery Plan

69. The recovery plan for this service includes:

- Review and release of one-off earmarked reserves totalling £2.520 million:
 - £1.928 million (Capital Financing Earmarked Reserve)
 - £0.592 million (Enabling Fund Earmarked Reserve)

DEDICATED SCHOOLS GRANT

70. The dedicated schools grant (DSG) is ringfenced and is separate to local authority budget. Any underspend or overspend is also ringfenced. At the end of 2018/19, the balance of the DSG reserve was a deficit of £2.060 million. This takes into account a one-off contribution of £1.300 million from the local authority which was key in securing a £2.200 million (0.8%) transfer from school's block funding in 2019/20.
71. The latest forecast for DSG is a £5.900 million overspend. This takes account of a funding reduction in the early years block of £0.359 million and reduction in the high needs block £0.225 million due to pupil census data being updated by the DfE. Numbers of EHCPs continue to rise and it is anticipated that once September pupil placements are finalised, that this forecast overspend has the potential to further increase. The deficit DSG reserve as at 31st March is forecast to be (£8.166) million. This overspend is aligned with the national picture for numerous other local authorities and the Government's acknowledgement of this is the additional funding for the 20/21 high needs block of £680million with £100million DfE contingency budget will come somewhat to alleviating the pressure for future years it will not however, assist with current or previous years' overspends.
72. The pressures on the High Needs Block are felt nationally following a change in legislation in 2014 to increase the local offer to children with SEND as well as extend the offer from 0 to 25 years. This pressure is mirrored locally but in addition, Wiltshire is the 7th lowest funded authority in the Country for Schools which, together with rising numbers of EHCPs is driving this overspend.
73. Mitigation plans have been drawn up and are based on the final report from external consultants who have worked with officers and school headteachers on a suite of recommendations around strengthening place sufficiency, place planning, inclusion, internal systems around decision making, procurement and commissioning.
74. Developments in the short term include: Inclusion & SEN which will have closer alignment with school effectiveness – a regional approach, from November 2019 including developing communication with termly headteacher briefings and SENCo briefings, a new Head of Service post with focus on inclusion, a review of panel and application of bandings, a dedicated consultant headteacher with a focus on inclusion in school, consultation events forming part of the SEN Strategy which will come to Cabinet in February 2020, developments in the SEMH pathway, clear outcomes for young people around their transition to adulthood, alternative provision and targeted review of independent special school and elective home education placements. It is unlikely that these developments will lead to material cost avoidance or savings in year due to the programme of work needing to be co-produced with heads and families.

75. In the longer term, co-produced developments include a review of secondary provision, redefining the banding framework, providing effective and trusted support to reduce the time delay in services provided with an EHCP, in reach and out reach services with two new special schools in the north and south of the county, expansion of current and new resource bases in primary and pilot schools with dyslexia specialisms.

76. Additionally, schools will be consulted on options to balance the DSG budget for 2020/21 in the Autumn. Key to this will be an indication from the local authority of another contribution. Prior to any agreement will be the DfE funding announcement for the 2020/21 final allocation in late December 2019.

HOUSING REVENUE ACCOUNT SUMMARY

77. The Housing Revenue Account is forecasting an on line at the year end.

SAVINGS DELIVERY PERFORMANCE

78. The Council has a savings requirement of £27.290 million within its 2019/20 budget which were approved by Council. The deliverability of these proposals are closely monitored and reported to CLT on a regular basis.
79. The Quarter 2 assessment on the deliverability of the savings is summarised below. Overall a shortfall of £0.381 million is forecast, for which mitigation plans will be put in place. This is included in the General Fund figures set out in this report.

	Saving Target	Green	Amber	Red	Alternative Savings
	(£ m)	(£ m)	(£ m)	(£ m)	(£m)
RAG analysis by Directorate					
Adult Care & Public Health Service					
Access & Reablement	(7.057)	(7.031)	(0.026)	-	-
Learning Disabilities & Mental Health	(3.915)	(1.827)	(0.658)	(1.430)	(1.430)
Commissioning – Adults	(4.031)	(3.074)	-	(0.957)	(0.957)
Public Health	(0.506)	(0.506)	-	-	-
Digital & Information	(0.716)	(0.451)	(0.265)	-	-
Legal & Electoral & Registration	(0.291)	(0.025)	(0.266)	-	-
Children & Education Service					
Commissioning - Children	(0.300)	(0.300)	-	-	-
Family & Children Services	(2.796)	(1.195)	(1.183)	(0.418)	(0.070)
Education & Skills	(0.123)	(0.123)	-	-	-
Corporate Services	(0.303)	(0.303)	-	-	-
Human Resources & Org Development	(0.213)	(0.092)	(0.121)	-	-
Growth, Investment & Place Service					
Economic Development & Planning	(0.151)	(0.134)	(0.017)	-	-
Highways & Environment	(1.195)	(0.962)	(0.200)	(0.033)	-
Housing & Commercial Development	(0.788)	(0.662)	(0.090)	(0.036)	(0.036)
Communities & Neighbourhood	(0.932)	(0.647)	(0.262)	(0.023)	(0.023)
Finance	(0.523)	(0.523)	-	-	-
Corporate					
Corporate Directors	-	-	-	-	-
Corporate	(0.150)	(0.150)	-	-	-
Cross Cutting	(3.300)	(0.650)	(2.150)	(0.500)	(0.500)
	(27.290)	(18.655)	(5.238)	(3.397)	(3.016)

Red savings	(3.397)
Alternative Savings	(3.016)

Savings Unachievable in 2019/20 0.381

Key Green = Deliverable
 Amber = Deliverable with risks
 Red = Unlikely to be delivered

80. Out of £27.290 million savings proposals £5.238 million are assessed as amber rated. This means that they are deemed to be deliverable in 2019/20, but with some risks associated with them.
81. £3.397 million of savings targets are currently assessed as red after compensating savings. This means they are deemed unlikely to be delivered as planned. However, officers will continue to try and identify compensating savings and corresponding mitigating actions. So far £3.016 million of alternative savings have been identified, some of which are one-off in nature, and these are included in the figures in this report. This leaves £0.381 million of savings for which further compensating savings are being identified at present. Any savings assessed to be non-deliverable will be addressed as part of the Medium Term Financial Strategy Update.

CAPITAL SUMMARY

82. In July 2019, Cabinet approved a revised capital programme totalling £216.985 million.
83. Additions to the capital programme, where the associated funding has no revenue implications for the Council e.g. the funding is from grants or contributions such as capital grants from central government and s106 contributions total £7.444 million for Quarter 2 (per Appendix D and Appendix E – Section 1).
84. Reprogramming of approved capital budgets into future years totals £66.369 million during Quarter 2 (Appendix D and Appendix E – Section 2).
85. A number of budget transfers have been requested since Quarter 1. These transfers between schemes are shown in Appendix D and Cabinet is asked to approve these transfers in this report.
86. Additions to the capital programme that impact of have the potential to impact on the Council's revenue budget must be approved by Full Council. This report requests that Cabinet recommend to Full Council that the following additions, totalling £0.644 million, to the capital programme are approved (also see Appendix D and Appendix E – Section 3):
- £0.269 million (ICT Applications) – to fund employee costs working on the implementation of the new adult social care Liquid Logic system.
 - £0.250 million (Transformation Schemes in Children's Services) – to fund the workstream for supporting the parents of under 1s.
 - £0.125 million (Fleet Vehicles) – to fund the purchase of a mixture of new snow blowers and other winter equipment.

All of these schemes are proposed to be funded from capital receipts.

87. ICT Applications and Transformation Schemes in Children's Services schemes have been identified as being transformational and can therefore be funded by the flexible use of capital receipts. This allows for revenue savings to be realised or non-recurring revenue growth to be avoided. The Council originally budgeted to fund £9.567 million of the capital programme from capital receipts; of which £3.177 million was for transformational schemes. At Quarter 2, the Council is forecasting to receive £11.289 million of capital receipts and to fund £4.405 million of transformational schemes. There is therefore sufficient headroom to fund these additional schemes from capital receipts.

88. In respect of the Fleet Vehicles scheme, as part of the move to leasing in the gritter fleet, the old vehicles have now been sold generating £0.125 million of capital receipts (to date) and it is therefore proposed that these receipts are used to create the budget to fund the expenditure on new snow blowers and other winter equipment.

89. The changes to the budget since it was last reported to Cabinet for Quarter 1) in July 2019) are summarised in the table that follows, a fuller breakdown of the changes made at a scheme by scheme level is attached as Appendix D.

Breakdown of Budget Amendments from Original Budget to Quarter 2 Budget (as at 30 September 2019)

Summary of Movements in Capital Programme	£m	Further information
Capital Programme Budget as at Quarter 1 (reported to Cabinet 23 July 2019)	216.985	Appendix D
Amendments to Capital Programme 2019/20 Since Quarter 1:		
Additional Budgets added to Programme – Funded by Grants & Contributions	7.444	Appendix D & E
Budgets Reprogrammed from 2019/20 to 2020/21	(66.369)	Appendix D & E
Additional Budgets requested to be added to the Programme - Funded by Capital Receipts & Borrowing	0.644	Appendix D & E
Grant Amendments	(0.000)	Appendix D
Reduced Budgets	(0.008)	Appendix D
Quarter 2 Budget 2019/20	158.696	

Summary of Capital Position as at 30 September 2019

90. The current budget for the year 2019/20 is £158.696 million. The profiled budget to 30 September 2019 is £59.903 million. Actual spend on schemes as at 30 September 2019 was £43.849 million. A full breakdown of these figures is attached in Appendix D.

GROWTH, INVESTMENT & PLACE SERVICE

91. The current budget is £108.580 million; profiled budget is £43.102 million and actual spend recorded on SAP on these schemes as at 30 September 2019 was £26.612 million. It is currently anticipated that all schemes will deliver online by year end. Significant amendments to budgets in Quarter 2 are outlined below.
92. £14.507 million of budget has been reprogrammed into future years in respect of Local Growth Fund Schemes. Significant schemes are Chippenham Station Hub, A350 West Ashton/Yarnbrook and Maltings Salisbury. These are complex infrastructure and City centre regeneration schemes and are being done in conjunction with Developers and Partners. The reprogramming still meets the grant criteria.
93. £3.926 million of budget has been reprogrammed into future years in respect of LED Street Lighting. This is due to design and specification taking longer than originally anticipated. However, this delay has enabled interest free Salix funding to be applied for which will reduce the Council's future borrowing costs for the project.
94. £5.235 million of budget has been reprogrammed into future years in respect of Council House Build programme. This is due to the complex nature of developing on garage sites which has caused delays to the deliverability of the programme in year.
95. £5.000 million of budget has been reprogrammed into future years in respect of Commercial – Housing Company. The 2020/21 budget has therefore been increased to £15.000 million.
96. Budget virements (transfers) have been completed to align budgets and profiles to recently approved Cabinet reports in respect of Commercial – Commercial Investment (Sadlers Mead), Commercial – Local Development Company (Local Development Company Business Plan), Commercial Loans (Wiltshire Museum and Wiltshire College) and Non-Commercial Property Purchases (Learning Resource Centre).

CHILDREN & EDUCATION SERVICE

97. The current budget is £48.822 million; profiled budget is £16.533 million and actual spend recorded on SAP on these schemes as at 30 September 2019 was £17.090 million. It is currently anticipated that all schemes will deliver online by year end. Significant amendments to budgets in Quarter 2 are outlined below.
98. £17.742 million of budget has been reprogrammed into future years in respect of Health and Wellbeing Centres – Live Schemes. This predominantly relates to Melksham Campus, there are a number of complexities around this project. Consequently, the project has not advanced to the construction phase; and it is during this stage where the majority of expenditure would occur. Construction will commence in 2020/21.
99. Army Rebasing budget has been realigned in respect of required s106 contributions to finance the expenditure incurred to date. The revised budget is now £11.740 million in 2019/20.
100. £12.155 million of budget has been reprogrammed into future years in respect of Basic Need. Due to the number of projects and complexities with planning permissions and managing the changing need this budget can require regular re-profiling so requires careful monitoring but at this stage is reported online.

ADULT CARE & PUBLIC HEALTH SERVICE

101. The current budget is £1.294 million; profiled budget is £0.268 million and actual spend recorded on SAP on these schemes as at 30 September 2019 was £0.147 million. It is currently anticipated that all schemes will deliver online by year end. There are no significant budget amendments in Quarter 2 to report.

RESERVES

102. The table below provides the projected position for the year of the general fund balance held by the Council, as at Quarter 2

General Fund Balance	£m
Balance as at 1 April 2019	(15.100)
Projected overspend at Quarter 2	2.678
Compensating Recovery Plans currently being formulated	(2.678)
Projected impact on General Fund Balance	0.000
Potential General Fund Balance 31 March 2020	(15.100)

103. It is expected that further mitigating actions will mean that there is no draw on reserves by the end of the financial year. If the budget were not to be balanced in year then this would leave reserves at too low a level and would need to be

immediately replenished. This will need to be considered as part of the budget setting for 2020/21.

104. The recovery plans included in the Quarter 2 projections detailed above assume the use of £4.503 million of earmarked reserves:

	Recovery Plan use of Earmarked Reserves
	£m
Adult Care, Public Health & Digital	(1.020)
Children & Education Service	(0.176)
Growth, Investment & Place Service	(0.787)
Corporate	(2.520)
General Fund Total	(4.503)

105. The table below provides the projected position for the year of the earmarked reserve balances held by the Council, as at Quarter 2

Earmarked Reserves	£m
Balance as at 1 April 2019	(37.243)
Approved planned transfers to/from reserves to 30 September 2019	3.172
Projected planned transfers to/from reserves	10.132
Total Planned transfers to/from earmarked reserves	13.304
Projected Balances 31 March 2019 (before recovery plans)	(23.939)
Recovery Plan use of earmarked reserves	4.503
Projected Balances 31 March 2019 (after recovery plans)	(19.436)

106. The £13.304 million of planned transfers from earmarked reserves in 2019/20 utilises the reserve balances specifically for the purpose for which the funds were originally set aside e.g. to fund planned expenditure. £4.503 million of earmarked reserve balances has been identified as releasable as part of service recovery plans for 2019/20.

Overall Conclusions

107. The Council continues to rigorously monitor the budget. The quarter 2 overall net forecast position is a £2.678 million overspend, if no further managerial action is taken.
108. It is vital that focussed attention is given to keep expenditure within budget to deliver the savings that have been agreed by Members and to avoid the unplanned use of our limited level of reserves. The Corporate Leadership Team will continue to prioritise the identification of opportunities and actions to limit spending and improve income.
109. Officers are formulating and unbedding these recovery plans, and it is currently forecast that enough compensating savings will be identified to ensure that the Council break even by the end of the financial year.
110. Earmarked reserves are one-off resources set aside for specific purposes such as Locally Managed Schools balances PFI smoothing reserves and Insurance cover. The majority of the remaining projected balances of earmarked reserves are not available to fund fluctuations in the general fund budget position. Those reserves that can be released to mitigate the Quarter 2 position as part of recovery plans have been released but these are one-off funds that cannot be relied upon on a recurring basis for budget monitoring purposes.

Implications

111. This report informs Members' decision making.

Overview & Scrutiny Engagement

112. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities and diversity impact of the proposals

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

Environmental and Climate Change Considerations

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

Risks Assessment

118. 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.

Financial implications

119. This is the subject of the report.

Legal Implications

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

Proposals

121. Cabinet is asked to note:

- a) that the budget is forecast to breakeven by the end of the financial year with the General Fund Quarter 2 projected year end outturn being an overspend risk of £2.678 million, before management actions are made.
- b) the HRA Quarter 2 projected year end outturn is online.
- c) the 2019/20 capital programme as at quarter 2 (30 September 2019) has been revised to a budget of £158.696 million (including requested additions).
- d) outturns against the selected performance measures in relation to the Council's Business Plan.
- e) the scoring and commentary on the Strategic Risk Register.

Cabinet are asked to approve:

- e) the budget virements in the revenue budget and capital programme, per Appendices C, D & E.
- g) a recommendation to Full Council to approve additions to the capital programme of £0.644 million.

Reasons for Proposals

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

Background Papers and Consultation

None

Contact Name:

Deborah Hindson, Interim Director – Finance and Procurement,
deborah.hindson@wiltshire.gov.uk

Robin Townsend, Director – Corporate Services
robin.townsend@wiltshire.gov.uk

Report Authors: Matthew Tiller, Chief Accountant
Toby Eliot, Corporate Support Manager

Appendices:

Appendix A: Revenue Budget Monitoring Statements

Appendix B: Revenue Budget Movements 2019/20

Appendix C: Major Virements between Service Areas from Original budget Revenue

Appendix D: 2019/20 Capital Programme Budget Movements and spend to September 2019

Appendix E: Requests for Additional Resources & Reprogramming of Approved Budgets within the Capital Programme

Appendix F: Strategic Risk Register for Q2 (July – September) 2019/20

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Wiltshire Council Revenue Budget Monitoring Statement: Quarter 2

30-Sep-19

		Original Budget	Revised Budget Quarter 2	Profiled Budget to Quarter 2	Actual to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
Adult Care, Public Health & Digital								
Access & Reablement								
Adults 18+	Gross Costs	70.882	76.237	37.981	47.261	78.401	2.164	2.8%
	Income	(22.913)	(27.336)	(14.782)	(14.587)	(27.336)	-	-
	Net	47.969	48.901	23.199	32.674	51.065	2.164	4.4%
Learning Disabilities & Mental Health								
Mental Health	Gross Costs	20.716	31.998	17.641	13.838	31.555	(0.443)	(1.4%)
	Income	(3.197)	(13.717)	(7.551)	(6.098)	(13.717)	-	-
	Net	17.519	18.281	10.090	7.740	17.838	(0.443)	(2.4%)
Learning Disabilities	Gross Costs	58.402	69.703	35.790	30.529	69.816	0.113	0.2%
	Income	(6.666)	(17.789)	(9.918)	(8.846)	(17.789)	-	-
	Net	51.736	51.914	25.872	21.683	52.027	0.113	0.2%
Commissioning								
Adults Commissioning	Gross Costs	41.950	41.823	22.605	19.171	42.188	0.365	0.9%
	Income	(19.540)	(18.804)	(8.749)	(13.562)	(18.804)	-	-
	Net	22.410	23.019	13.856	5.609	23.384	0.365	1.6%
Public Health								
Public Health	Gross Costs	15.893	17.083	8.725	7.406	16.663	(0.420)	(2.5%)
	Income	(15.683)	(15.665)	(7.841)	(6.757)	(15.665)	-	-
	Net	0.210	1.418	0.884	0.649	0.998	(0.420)	(29.6%)
Digital & Information								
Information Services	Gross Costs	11.355	11.335	7.454	10.390	11.335	-	-
	Income	(2.528)	(2.529)	(1.346)	(1.247)	(2.529)	-	-
	Net	8.827	8.806	6.108	9.143	8.806	-	-
Legal & Democratic								
Legal & Democratic	Gross Costs	6.512	6.174	2.979	3.778	5.774	(0.400)	(6.5%)
	Income	(2.282)	(2.407)	(1.251)	(1.649)	(2.407)	-	-
	Net	4.230	3.767	1.728	2.129	3.367	(0.400)	(10.6%)

Wiltshire Council Revenue Budget Monitoring Statement: Quarter 2

30-Sep-19

		Original Budget	Revised Budget Quarter 2	Profiled Budget to Quarter 2	Actual to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
Children & Education								
Commissioning								
Childrens Commissioning	Gross Costs	33.785	34.846	17.630	17.436	34.846	-	-
	Income	(28.864)	(29.612)	(0.666)	(1.968)	(29.612)	-	-
	Net	4.921	5.234	16.964	15.468	5.234	-	-
Family & Children Services								
Children's Social Care	Gross Costs	46.249	46.859	23.561	25.085	48.719	1.860	4.0%
	Income	(5.021)	(4.505)	(2.476)	(2.071)	(4.505)	-	-
	Net	41.228	42.354	21.085	23.014	44.214	1.860	4.4%
0-25 Service: Disabled Children & Adults	Gross Costs	61.546	57.121	27.833	31.667	58.349	1.228	2.1%
	Income	(38.937)	(37.734)	(0.844)	(0.435)	(37.734)	-	-
	Net	22.609	19.387	26.989	31.232	20.615	1.228	6.3%
Early Help - now closed	Gross Costs	(1.200)	-	-	-	-	-	-
	Income	-	-	-	-	-	-	-
	Net	(1.200)	-	-	-	-	-	-
Education & Skills								
School Effectiveness	Gross Costs	7.844	11.500	6.275	5.178	11.475	(0.025)	(0.2%)
	Income	(6.105)	(6.975)	(2.067)	(1.672)	(6.975)	-	-
	Net	1.739	4.525	4.208	3.506	4.500	(0.025)	(0.6%)
Funding Schools	Gross Costs	22.357	138.599	38.344	8.567	138.599	-	-
	Income	(22.320)	(138.599)	(11.603)	(7.618)	(138.599)	-	-
	Net	0.037	-	26.741	0.949	-	-	-
Corporate Services								
Corporate Services	Gross Costs	6.019	7.289	3.466	3.923	7.289	-	-
	Income	(1.178)	(2.353)	(1.157)	(1.013)	(2.353)	-	-
	Net	4.841	4.936	2.309	2.910	4.936	-	-
Communications	Gross Costs	1.477	1.435	0.724	0.726	1.478	0.043	3.0%
	Income	(0.220)	(0.220)	(0.090)	(0.007)	(0.220)	-	-
	Net	1.257	1.215	0.634	0.719	1.258	0.043	3.5%
Human Resources & Organisational Development								
Human Resources & Organisational Development	Gross Costs	5.141	5.044	2.447	2.471	4.894	(0.150)	(3.0%)
	Income	(1.814)	(1.850)	(0.891)	(0.741)	(1.850)	-	-
	Net	3.327	3.194	1.556	1.730	3.044	(0.150)	(4.7%)

Wiltshire Council Revenue Budget Monitoring Statement: Quarter 2

30-Sep-19

		Original Budget	Revised Budget Quarter 2	Profiled Budget to Quarter 2	Actual to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
Growth, Investment & Place								
<u>Economic Development & Planning</u>								
Economic Development & Planning	Gross Costs	10.504	10.255	5.015	5.085	10.705	0.450	4.4%
	Income	(7.954)	(7.973)	(3.987)	(3.924)	(7.973)	-	-
	Net	2.550	2.282	1.028	1.161	2.732	0.450	19.7%
<u>Highways & Environment</u>								
Highways	Gross Costs	21.225	21.225	10.746	10.664	21.225	-	-
	Income	(1.869)	(1.869)	(1.003)	(1.494)	(1.869)	-	-
	Net	19.356	19.356	9.743	9.170	19.356	-	-
Car Parking	Gross Costs	1.933	1.933	1.107	0.795	1.933	-	-
	Income	(8.465)	(8.745)	(4.148)	(3.850)	(8.745)	-	-
	Net	(6.532)	(6.812)	(3.041)	(3.055)	(6.812)	-	-
Waste & Environment	Gross Costs	49.424	46.730	19.885	16.049	49.130	2.400	5.1%
	Income	(8.079)	(8.131)	(7.114)	(7.026)	(8.131)	-	-
	Net	41.345	38.599	12.771	9.023	40.999	2.400	6.2%
<u>Housing & Commercial Development</u>								
Housing Services	Gross Costs	8.835	9.192	4.868	5.268	8.555	(0.637)	(6.9%)
	Income	(4.855)	(5.035)	(2.244)	(2.273)	(5.035)	-	-
	Net	3.980	4.157	2.624	2.995	3.520	(0.637)	(15.3%)
Strategic Asset & Facilities Management	Gross Costs	17.289	17.501	10.504	8.862	17.501	-	-
	Income	(5.234)	(5.450)	(2.725)	(3.428)	(5.450)	-	-
	Net	12.055	12.051	7.779	5.434	12.051	-	-
<u>Communities & Neighbourhood</u>								
Libraries, Heritage & Arts	Gross Costs	5.754	6.796	3.415	3.824	7.296	0.500	7.4%
	Income	(1.723)	(1.302)	(0.727)	(0.832)	(1.302)	-	-
	Net	4.031	5.494	2.688	2.992	5.994	0.500	9.1%
Leisure	Gross Costs	8.013	8.414	4.176	4.474	8.714	0.300	3.6%
	Income	(8.169)	(8.578)	(4.035)	(4.126)	(8.578)	-	-
	Net	(0.156)	(0.164)	0.141	0.348	0.136	0.300	(182.9%)
Transport	Gross Costs	19.262	19.269	8.315	8.129	19.269	-	-
	Income	(1.689)	(1.689)	(0.901)	(1.311)	(1.689)	-	-
	Net	17.573	17.580	7.414	6.818	17.580	-	-
Public Protection	Gross Costs	3.715	2.728	1.270	1.463	2.928	0.200	7.3%
	Income	(2.187)	(2.181)	(1.145)	(1.429)	(2.181)	-	-
	Net	1.528	0.547	0.125	0.034	0.747	0.200	36.6%

Wiltshire Council Revenue Budget Monitoring Statement: Quarter 2

30-Sep-19

		Original Budget	Revised Budget Quarter 2	Profiled Budget to Quarter 2	Actual to date	Projected Position for Year	Projected Variation for Year: Overspend / (Underspend)	Variation as % of Revised Budget: Overspend / (Underspend)
		£m	£m	£m	£m	£m	£m	
Finance								
Finance & Procurement	Gross Costs	20.796	20.682	10.666	10.312	20.682	-	-
	Income	(13.671)	(13.641)	(5.244)	(4.773)	(13.641)	-	-
	Net	7.125	7.041	5.422	5.539	7.041	-	-
Revenues & Benefits - Subsidy	Gross Costs	111.386	71.397	35.698	41.793	71.397	-	-
	Income	(112.086)	(72.097)	(35.468)	(35.610)	(72.097)	-	-
	Net	(0.700)	(0.700)	0.230	6.183	(0.700)	-	-
Corporate Directors & Members								
Corporate Directors & Service Devolution	Gross Costs	0.495	0.913	0.705	0.701	0.913	-	-
	Income	(0.014)	(0.014)	(0.007)	(0.007)	(0.014)	-	-
	Net	0.481	0.899	0.698	0.694	0.899	-	-
Members	Gross Costs	2.230	2.231	1.095	1.093	2.231	-	-
	Income	-	-	-	-	-	-	-
	Net	2.230	2.231	1.095	1.093	2.231	-	-
Corporate								
Movement on Reserves		(0.651)	(2.823)	(3.172)	(3.172)	(2.823)	-	-
Capital Financing		19.874	20.334	3.570	5.758	17.806	(2.528)	(12.4%)
Restructure & Contingency		1.669	1.995	0.990	1.491	1.703	(0.292)	(14.6%)
General Government Grants		(32.766)	(33.166)	(16.783)	(12.365)	(35.066)	(1.900)	5.7%
Corporate Levies		6.525	6.525	3.961	3.942	6.375	(0.150)	(2.3%)
	Net	(5.349)	(7.135)	(11.434)	(4.346)	(12.005)	(4.870)	68.3%
Wiltshire Council General Fund Total								
	Gross Costs	685.640	789.177	359.486	341.592	791.855	2.678	(3.3%)
	Income	(353.263)	(456.800)	(139.980)	(138.354)	(456.800)	-	0
	Net	332.377	332.377	219.505	203.238	335.055	2.678	0.8%
Housing Revenue Account (HRA)	Gross Costs	25.554	25.591	5.086	4.429	25.591	-	-
	Income	(25.554)	(25.591)	(12.712)	(12.462)	(25.591)	-	-
	Net	-	-	(7.626)	(8.033)	-	-	-
Total Including HRA								
	Gross Costs	711.194	814.768	364.572	346.021	817.446	2.678	0.3%
	Income	(378.817)	(482.391)	(152.692)	(150.816)	(482.391)	-	-
	Net	332.377	332.377	211.880	195.204	335.055	2.678	0.8%

Wiltshire Council Revenue Budget Movements 2019/2020

Service	Original Budget	Structural Changes	Revised Original Budget	In Year Virements to Quarter 2	Revised Budget Quarter 2	In Year Virements to Quarter 2	Revised Budget Quarter 2	Major Virements See Appendix B
	£m	£m	£m	£m				
Adult Care, Public Health & Digital								
Access & Reablement								
Adults 18+	47.969	(0.354)	47.615	1.177	48.792	0.109	48.901	
Learning Disabilities & Mental Health								
Mental Health	17.519	0.000	17.519	0.760	18.279	0.002	18.281	
Learning Disabilities	51.736	0.000	51.736	(0.645)	51.091	0.823	51.914	*
Commissioning - Adults								
Adults Commissioning	22.410	0.000	22.410	0.399	22.809	0.210	23.019	
Public Health								
Public Health	0.211	1.297	1.508	(0.072)	1.436	(0.018)	1.418	
Digital & Information								
Information Services	8.827	0.000	8.827	(0.036)	8.791	0.015	8.806	
Legal, Electoral & Registration Services								
Legal & Democratic	4.230	(0.541)	3.689	0.038	3.727	0.040	3.767	
Children & Education Service								
Commissioning - Childrens								
Childrens Commissioning	4.921	0.000	4.921	0.633	5.554	(0.320)	5.234	*
Family & Children Services								
Childrens Social Care	41.228	(0.047)	41.181	1.100	42.281	0.073	42.354	
0-25 Service: Disabled Children & Adults	22.609	0.000	22.609	(2.482)	20.127	(0.740)	19.387	*
Early Help (now closed)	(0.001)	0.054	0.053	(0.053)	0.000	0.000	0.000	
Education & Skills								
School Effectiveness	1.739	(0.007)	1.732	2.069	3.801	0.724	4.525	*
Funding Schools	0.037	0.000	0.037	(0.037)	0.000	0.000	0.000	
Corporate Services								
Corporate Services	4.841	0.541	5.382	(0.466)	4.916	0.020	4.936	
Communications	1.257	0.000	1.257	(0.068)	1.189	0.026	1.215	
Human Resources & Org Development								
Human Resources & Org Development	3.327	0.000	3.327	(0.134)	3.193	0.001	3.194	
Growth Investment & Place								
Economic Development & Planning								
Economic Development & Planning	2.550	(0.101)	2.449	(0.067)	2.382	(0.100)	2.282	
Highways & Environment								
Highways	19.356	0.000	19.356	0.000	19.356	0.000	19.356	
Car Parking	(6.532)	0.000	(6.532)	(0.281)	(6.813)	0.001	(6.812)	
Waste & Environment	41.345	(1.166)	40.179	1.275	41.454	(2.855)	38.599	*
Housing & Commercial Development								
Housing Services	3.980	0.101	4.081	(0.024)	4.057	0.100	4.157	
Strategic Asset & Facilities Management	12.055	0.000	12.055	(0.004)	12.051	0.000	12.051	
Communities & Neighbourhood Services								
Libraries, Heritage & Arts	4.031	1.166	5.197	0.253	5.450	0.044	5.494	
Leisure	(0.156)	0.000	(0.156)	(0.008)	(0.164)	0.000	(0.164)	
Transport	17.573	0.000	17.573	0.007	17.580	0.000	17.580	
Public Protection	1.528	(0.943)	0.585	(0.038)	0.547	0.000	0.547	
Finance								
Finance & Procurement	7.125	0.000	7.125	(0.085)	7.040	0.001	7.041	
Revenues & Benefits - Subsidy	(0.700)	0.000	(0.700)	0.000	(0.700)	0.000	(0.700)	
Corporate Directors								
Corporate Directors & Members	0.481	0.000	0.481	0.418	0.899	0.000	0.899	
Members	2.230	0.000	2.230	0.001	2.231	0.000	2.231	
Corporate								
Movement on Reserves	(0.651)	0.000	(0.651)	(1.646)	(2.297)	(0.526)	(2.823)	*
Capital Financing	19.874	0.000	19.874	(2.460)	17.414	2.920	20.334	*
Restructure & Contingency	1.669	0.000	1.669	0.876	2.545	(0.550)	1.995	*
General Government Grants	(32.766)	0.000	(32.766)	(0.400)	(33.166)	0.000	(33.166)	
Corporate Levies	6.525	0.000	6.525	0.000	6.525	0.000	6.525	
2019/2020 Budget Requirement	332.377	0.000	332.377	(0.000)	332.377	(0.000)	332.377	
HRA Budget		0.000	0.000	0.000	0.000	0.000	0.000	
	332.377	0.000	332.377	(0.000)	332.377	(0.000)	332.377	

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

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Major Virements between Services Areas from Quarter 1 to Quarter 2

APPENDIX C

Net virements over £250,000

	£m
Learning Disabilities	
Young people transitioning from SEND to Adults	0.337
Budget transfer for transitions childrens to LD	0.144
Transfer of Savings target from LD to A18+	0.312
Redundancy	0.030
In Year Virements quarter 1-2	0.823
Childrens Commissioning	
Parent & Baby Service to Childrens Social Care	(0.250)
Redundancy	0.009
Virement transfers Brokerage team budget to Adults	(0.165)
Earmarked Reserves movements	0.086
In Year Virements quarter 1-2	(0.320)
0-25 Service Disabled Children & Adults	
Budget move for young people transitioning from SEND to Adults	(0.337)
Budget transfer for transitions childrens to LD	(0.144)
Additional Contribution Public Health	(0.336)
Redundancy	0.077
In Year Virements quarter 1-2	(0.740)
School Effectiveness	
Service Transfer from Childrens Social Care	0.277
Earmarked Reserves movements	0.305
Redundancy	0.142
In Year Virements quarter 1-2	0.724
Waste & Environment	
This virement corrects the base budget for Waste and Capital Financing to reflect the lot 5 borrowing costs	(2.920)
Redundancy	0.065
In Year Virements quarter 1-2	(2.855)
Movement on Reserves	
Earmarked Reserves movements	(0.526)
In Year Virements quarter 1-2	(0.526)
Capital Financing	
This virement corrects the base budget for Waste and Capital Financing to reflect the lot 5 borrowing costs	2.920
In Year Virements quarter 1-2	2.920
Restructure & Contingency	
Redundancies	(0.550)
In Year Virements quarter 1-2	(0.550)

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Capital Programme Budget Movements and Spend to 30 September 2019 (Quarter 2)

Scheme Name	2019/2020 Budget Breakdown											
	Quarter 1 Budget 2019/2020	Budget Movements between Schemes	Additional Budgets added to the Programme - Funded by Grants & Contributions (Appendix F - Section 1)	Budgets reprogrammed from 2019/2020 into 2020/2021 (Appendix F - Section 2)	Additional Budgets requested to be added to the Programme - Funded by Capital Receipts & Borrowing (Appendix F - Section 3)	Grant Amendments	Reduced Budgets	Current Budget Quarter 2 2019/2020	Profiled Current Budget to 30 September 2019	Spend to 30 September 2019	Variance to Profiled Budget	Current Budget Remaining 2019/2020
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Growth, Investment & Place Service												
A350 Dualling Chippenham Bypass	0.797	0.048						0.845	0.845	0.845	0.000	0.000
Boscombe Down	0.250							0.250	0.000	0.018	0.018	0.232
A350 West Ashton/Yarnbrook Junction Improvements	2.280			(0.280)				2.000	0.820	0.610	(0.210)	1.390
Chippenham Station HUB	10.749			(8.538)				2.211	0.292	0.292	0.000	1.919
Corsham Mansion House	0.138							0.138	0.038	(0.007)	(0.045)	0.145
Porton Science Park	0.000							0.000	0.000	0.003	0.003	(0.003)
Salisbury Central Car Park & Maltings	5.704			(5.689)				0.015	0.015	0.015	0.000	(0.000)
Salisbury LGF Schemes	0.530							0.530	0.087	0.087	0.000	0.443
LED Street Lighting	7.000			(3.926)				3.074	0.301	0.356	0.055	2.718
Oil to Biomass Schemes	0.028							0.028	0.014	0.000	(0.014)	0.028
Other Economic Development Schemes	0.006							0.006	0.003	0.030	0.027	(0.024)
Affordable Housing including Commuted Sums	0.000							0.000	0.000	0.000	0.000	0.000
Council House Build Programme	9.554			(5.235)				4.319	1.775	1.461	(0.314)	2.858
Social Care Infrastructure & Strategy	0.634			(0.634)				0.000	0.000	0.000	0.000	0.000
HRA - Refurbishment of Council Stock	10.541							10.541	5.270	3.176	(2.094)	7.365
Commercial - Housing Company	10.000			(5.000)				5.000	0.000	0.000	0.000	5.000
Commercial - Commercial Investment	10.000	(10.095)		0.595				0.500	0.000	0.000	0.000	0.500
Commercial - Local Development Company	0.000	7.300		(6.500)				0.800	0.000	0.000	0.000	0.800
Commercial - Loans	0.000	1.545						1.545	0.000	0.000	0.000	1.545
Non-Commercial Property Purchases	0.000	1.500						1.500	0.000	0.000	0.000	1.500
Gypsies and Travellers Projects	0.000							0.000	0.000	0.000	0.000	0.000
Disabled Facilities Grants	4.956							4.956	2.478	0.693	(1.785)	4.263
Facilities Management Works	4.220	(0.250)						3.970	1.518	0.991	(0.527)	2.979
Leisure Centres & Libraries - Capital Works Requirement	0.219							0.219	0.139	0.159	0.020	0.060
Rural Estates	0.008							0.000	0.000	0.000	0.000	0.000
Whole Life Building & Equipment Refresh	0.303			(0.250)				0.053	0.026	0.005	(0.021)	0.048
Depot & Office Strategy	0.500							0.500	0.167	0.167	0.000	0.333
Wiltshire Ultrafast Broadband	2.270							2.270	0.000	(0.661)	(0.661)	2.931
Passenger Transport Capital	0.000							0.000	0.000	0.000	0.000	0.000
CIL Funded Schemes	0.101							0.101	0.050	0.043	(0.007)	0.058
Bridges	3.564	(1.250)						2.314	1.246	0.920	(0.326)	1.394
Farmers Roundabout	2.079							2.079	1.730	1.625	(0.105)	0.454
Highway flooding prevention and Land Drainage schemes	0.257							0.257	0.130	0.285	0.155	(0.028)
Integrated Transport	2.196	0.001	0.060					2.257	1.279	1.212	(0.067)	1.045
National Productivity Investment Schemes	0.000							0.000	0.000	(0.001)	(0.001)	0.001
Pothole Fund Grant	0.897							0.897	0.453	0.514	0.061	0.383
Pothole Spotter 16/17	0.054							0.054	0.000	0.000	0.000	0.054
Structural Maintenance (Grant & Council Funded)	20.609	1.201						21.810	11.089	9.950	(1.139)	11.860
Fleet Vehicles	0.433	0.325			0.125			0.883	0.162	0.162	0.000	0.721
Salisbury CCTV	0.055	(0.045)						0.010	0.000	0.000	0.000	0.010
Waste Services	1.000	(0.080)						0.920	0.242	0.242	0.000	0.678
Digitisation	0.000							0.000	0.000	0.000	0.000	0.000
ICT Schemes	0.000							0.000	0.000	0.541	0.541	(0.541)
ICT Get Well	8.927							8.927	4.463	0.023	(4.440)	8.904
ICT Business as Usual	2.518							2.518	1.259	0.185	(1.074)	2.333
ICT Applications	6.613				0.269			6.882	3.307	0.434	(2.873)	6.448
ICT Other Infrastructure	1.911							1.911	0.956	0.000	(0.956)	1.911
Other Schemes including cross cutting systems	0.025							0.025	0.012	0.001	(0.011)	0.024
Microsoft Cloud Navigator	5.649							5.649	2.614	2.614	0.000	3.035
Wiltshire Online	3.498							3.498	0.014	(0.688)	(0.702)	4.186
Churchyards & Cemeteries	0.250	(0.200)						0.050	0.000	0.000	0.000	0.050
Housing Infrastructure Fund (HIF)	1.705							1.705	0.308	0.308	0.000	1.397
Service Devolution & Asset Transfer	0.463							0.463	0.000	0.000	0.000	0.463
Community Projects	0.500			(0.400)				0.100	0.000	0.000	0.000	0.100
Learning Resources Hub	0.000							0.000	0.000	0.002	0.002	(0.002)
Growth, Investment & Place Service Total	143.991	0.000	0.060	(35.857)	0.394	0.000	(0.008)	108.580	43.102	26.612	(16.490)	81.968

Capital Programme Budget Movements and Spend to 30 September 2019 (Quarter 2)

Scheme Name	2019/2020 Budget Breakdown											
	Quarter 1 Budget 2019/2020	Budget Movements between Schemes	Additional Budgets added to the Programme - Funded by Grants & Contributions (Appendix F - Section 1)	Budgets reprogrammed from 2019/2020 into 2020/2021 (Appendix F - Section 2)	Additional Budgets requested to be added to the Programme - Funded by Capital Receipts & Borrowing (Appendix F - Section 3)	Grant Amendments	Reduced Budgets	Current Budget Quarter 2 2019/2020	Profiled Current Budget to 30 September 2019	Spend to 30 September 2019	Variance to Profiled Budget	Current Budget Remaining 2019/2020
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children & Education Service												
Area Boards and LPSA PRG Reward Grants	1.205							1.205	0.294	0.289	(0.005)	0.916
Health and Wellbeing Centres - Live Schemes	22.501			(17.742)				4.759	0.250	0.250	0.000	4.509
Health and Wellbeing Centres - In Development	0.000							0.000	0.000	0.000	0.000	0.000
Hub Programme Office Rationalisation	0.000							0.000	0.000	0.000	0.000	0.000
Fitness Equipment for Leisure Centres	0.050							0.050	0.025	0.000	(0.025)	0.050
Operational Estate	0.125							0.125	0.000	0.000	0.000	0.125
Libraries - Self Service	0.500							0.500	0.000	0.000	0.000	0.500
Access and Inclusion	0.038	0.005						0.043	0.015	0.028	0.013	0.015
Army Rebasing	2.305	6.038	3.397					11.740	5.703	5.694	(0.009)	6.046
Basic Need	31.874	(6.036)	3.987	(12.155)				17.670	6.819	6.792	(0.027)	10.878
Devolved Formula Capital	0.659							0.659	0.659	0.659	0.000	0.000
Healthy Pupils Capital Fund	0.026							0.026	0.013	0.000	(0.013)	0.026
New Schools	0.117	(0.012)		(0.023)				0.082	(0.010)	(0.010)	0.000	0.092
School Expansions & Replacements	0.026							0.026	0.013	0.000	(0.013)	0.026
Schools Maintenance & Modernisation	8.736			(0.842)				7.894	2.297	2.920	0.623	4.974
Special Schools	0.017			0.250				0.267	0.133	0.165	0.032	0.102
Early Years & Childcare	1.006							1.006	0.019	0.000	(0.019)	1.006
SEND Capital	0.770	0.005						0.775	0.225	0.225	0.000	0.550
Transformation Schemes in Children's Services	1.745				0.250			1.995	0.078	0.078	0.000	1.917
Children & Education Service Total	71.700	(0.000)	7.384	(30.512)	0.250	0.000	0.000	48.822	16.533	17.090	0.557	31.732
Adult Care & Public Health Service												
Adult Care Transitions	0.140							0.140	0.035	0.043	0.008	0.097
Adults Transformation Phase 2	0.870							0.870	0.217	0.104	(0.113)	0.766
Sensory Stimulation & Development Play Equipment	0.284							0.284	0.016	0.000	(0.016)	0.284
Adult Care & Public Health Service Total	1.294	0.000	0.000	0.000	0.000	0.000	0.000	1.294	0.268	0.147	(0.121)	1.147
Total 2019/2020 Programme	216.985	0.000	7.444	(66.369)	0.644	0.000	(0.008)	158.696	59.903	43.849	(16.054)	114.847

REQUESTS FOR ADDITIONAL RESOURCES & REPROGRAMMING OF APPROVED BUDGETS WITHIN THE CAPITAL PROGRAMME

Cabinet Meeting	19 November 2019
Financial Year:	2019/2020

SECTION 1 - Additional Budgets added to the Programme - Funded by Grants & Contributions

"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:	Army Rebasing				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	3,397,967				
Funding Source:	MOD Section 106 Developer Contributions				

Project Name:	Basic Need				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	3,986,704				
Funding Source:	EFA Grant				

Project Name:	Integrated Transport				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	60,021				
Funding Source:	Parish and Town Council CATG contributions towards Integrated Transport Works				

Project Name:					
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Funding Source:					

Project Name:					
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Funding Source:					

Project Name:					
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Funding Source:					

Project Name:					
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Funding Source:					

Project Name:					
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Funding Source:					

Project Name:					
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Funding Source:					

7,444,692	Total Additional Budgets
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REQUESTS FOR ADDITIONAL RESOURCES & REPROGRAMMING OF APPROVED BUDGETS WITHIN THE CAPITAL PROGRAMME

Cabinet Meeting	19 November 2019
Financial Year:	2019/2020

SECTION 2 - Budgets reprogrammed from 2019/2020 into 2020/2021

"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:	A350 West Ashton/Yarnbrook Junction Improvements				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(280,000)	280,000			
Funding Source:	LGF Grant				
Project Name:	Chippenham Station HUB				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(8,537,882)	8,537,882			
Funding Source:	LGF Grant				
Project Name:	Salisbury Central Car Park & Maltings				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(5,689,180)	5,689,180			
Funding Source:	LGF Grant				
Project Name:	LED Street Lighting				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(3,926,250)	3,926,250			
Funding Source:	Borrowing				
Project Name:	Council House Build Programme				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(5,235,818)	5,235,818			
Funding Source:	Borrowing				
Project Name:	Social Care Infrastructure & Strategy				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(634,062)	634,062			
Funding Source:	Grant				
Project Name:	Commercial - Commercial Investment				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	595,000	(595,000)			
Funding Source:	Borrowing				
Project Name:	Commercial - Local Development Company				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(6,500,000)	10,100,000	(600,000)	(1,000,000)	(2,000,000)
Funding Source:	Borrowing				

REQUESTS FOR ADDITIONAL RESOURCES & REPROGRAMMING OF APPROVED BUDGETS WITHIN THE CAPITAL PROGRAMME

Cabinet Meeting 19 November 2019
 Financial Year: 2019/2020

Project Name:	Whole Life Building & Equipment Refresh				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(250,000)	250,000			
Funding Source:	Borrowing				
Project Name:	Community Projects				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(400,000)	400,000			
Funding Source:	S106 Contributions				
Project Name:	Health & Wellbeing centres				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(17,739,569)	17,739,569			
Funding Source:	Borrowing				
Project Name:	Basic Need				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(12,155,010)	12,155,010			
Funding Source:	EFA Grant				
Project Name:	New Schools				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(23,000)	23,000			
Funding Source:	EFA Grant				
Project Name:	Schools Maintenance & Modernisation				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(842,393)	500,000			
Funding Source:	EFA Grant				
Project Name:	Special Schools				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	250,000	(250,000)			
Funding Source:	Borrowing				
Project Name:	Commercial - Housing Company				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	(5,000,000)	5,000,000			
Funding Source:					
(66,368,164)		Total Re-programming between years			

REQUESTS FOR ADDITIONAL RESOURCES & REPROGRAMMING OF APPROVED BUDGETS WITHIN THE CAPITAL PROGRAMME

Cabinet Meeting	19 November 2019
Financial Year:	2019/2020

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:	ICT Applications				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	269,000				
Funding Source:	Flexible Use of Capital Receipts				

Project Name:	Transformation Schemes in Childrens Services				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	250,000				
Funding Source:	Flexible Use of Capital Receipts				

Project Name:	Fleet Vehicles				
Budget Change:	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
	124,900				
Funding Source:	Capital Receipts				

643,900	Total requests for additional resources
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**Wiltshire Council Strategic Risk Register
2019/20 Quarter Two (at 30 September 2019)**

There are significant challenges for Wiltshire Council as it looks to build stronger communities, grow the county's economy and protect the vulnerable. The Strategic Risk Register reflects these challenges.

The Strategic Risk Register draws together information recorded on risk registers of individual services across Wiltshire Council.

Information that has significance across the council as a whole is displayed in two categories on the Strategic Risk Register.

1. Critical service risks: significant risks that sit in a single service but which, should they become an issue, will have a significant impact on the council as a whole.

2. Composite strategic risks: where similar risks exist in a number of different services which would not have a significant impact on the organisation on their own but put together represent a significant impact. These risks are compiled into a single strategic composite risk and included within the strategic risk register. These risks are scored by reviewing the service component risks.

Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk).

Each risk is 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 as it would be once all mitigating actions are in place).

The progress towards implementing mitigating actions is assessed as red, amber or green. This RAG guides the reader of the register to understand the true current risk.

Risk short name	Primary Risk Category	Secondary Risk Category	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inherent Risk Rating	Q2 DoT	Q2 Actions RAG	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating	Q2 Comments
Critical Service Risks											
Safeguarding Children	Service Delivery	Reputation	4	3	12	▶	Amber	4	2	8	Caseload monitoring remains a key action to prevent this risk becoming an issue. Monitoring procedures are in place and working well. Caseloads are still higher than desirable so that the inherent risk remains in the high bracket.
Safeguarding Adults	Service Delivery	Reputation	4	2	8	▶	Green	4	2	8	Adult MASH has been in place a year and had a formal launch in May 2019 which helps to keep this overall risk higher than it would otherwise be.
Failure to revive Salisbury's economy	Reputation		3	3	9	▶	Green	3	3	9	The dedicated team have introduces plans the revive the high street, improve the cultural offer and stimulate growth to enable the long-term recovery in Southern Wiltshire. Much of this is now dependent on securing funding from the Government's High Street Fund.
Future Local Government finance funding	Financial	Reputation	2	2	4	▶	Green	2	2	4	The expected local government finance review has been delayed for another year. As a result of the delay the likelihood of an issue is reduced for this year and the risk shall be removed from the Strategic Risk Register until it becomes relevant again.
Cyber Resilience	Service delivery	Reputation	4	3	12	▼	Amber	4	2	8	A new action plan being discussed with directors to develop a whole council approach. The new action plan has not yet taken full effect.

Risk short name	Primary Risk Category	Secondary Risk Category	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inherent Risk Rating	Q2 DoT	Q2 Actions RAG	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating	Q2 Comments
Composite Corporate Risks											
Staff capacity: Recruitment and Retention	Staffing/ People		3	2	6	▶	Green	3	2	6	Staff survey has been completed and individual managers are implementing changes in their areas. As always, there are some significant specific risks in specialist service areas but the corporate level risk is well managed.
Budget management	Financial	Reputation	3	3	9	▶	Amber	3	2	6	There is continued monitoring of projected spend, linked metrics and of local assessments on savings. Monthly monitoring is done in services and by the leadership.
Contract monitoring and management	Service delivery	Financial	4	3	12	▶	Amber	4	3	12	A new action plan has been approved by the Corporate Leadership Team and is underway. However, these actions are yet to have an impact on the inherent score of the overall risk. The impact should be seen over the coming quarters.
Income Collection	Financial	Reputation	3	3	9	▶	Amber	3	2	6	Regular review of income collection vs budgets included in regular monitoring review. Review of sundry income.
Uncertainty over the type and timing of Brexit and it's impacts mean resources are required for contingency planning and decisions are delayed.	Service delivery	Financial	4	3	12	▶	Amber	3	2	6	Planned actions remain in place across a number of the council's service areas.
Corporate Health, Safety & Wellbeing	Health & Safety		2	2	4	▶	Green	2	2	4	Ongoing monitoring of a range of health and safety risks across the council means that the corporate risk is maintained at its low level.
Information Governance	Reputation	Financial	3	2	6	▶	Green	3	2	6	The corporate level risk is kept low with controls administered by the Information Governance team including a relatively new reporting procedure. Its not thought that the risk could be further reduced.

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Wiltshire Council

Cabinet

19 November 2019

Subject: Accommodation and Support for Vulnerable Young People (including care leavers and homeless 16-17 year olds).

Cabinet Member: Cllr Pauline Church Cabinet Member for Children, Education and Skills

Key Decision: Key

Executive Summary

The purpose of this report is to request approval to commission accommodation and support for care leavers and other vulnerable 16- and 17-year olds, whose needs cannot be met in supported housing provision.

Wiltshire currently has a small block contract with a local provider. The intention is to identify 2-3 providers with different skill mixes, to create the capacity to deliver enough high-quality accommodation and support to meet the needs of our young people, within Wiltshire.

Currently, the majority of accommodation and support packages for care leavers are sourced through a regional framework, led by South Gloucestershire Council. These providers are predominantly based along the M5 corridor and as a result, only 2 providers have a Wiltshire presence. This means that too many young people are placed outside of Wiltshire, where it is more challenging to provide the support they need.

Framework placements are also significantly more expensive than block packages, which creates additional pressure on the placement budget.

Therefore, it is proposed that the block contract capacity be expanded from 10 to 25 beds. Alongside greater local choice, this will provide greater oversight of, and accountability for, the quality of outcomes achieved for young people, as well as improved value for money for the Local Authority.

Cabinet are being asked to consider this proposal because of the indicative level of annual spend.

Proposal(s)

That approval be granted to commission a 25-bed block contract capacity for vulnerable young people.

That further decisions about the length and specifics of the contract(s) be delegated to the Director of Commissioning in consultation with the Cabinet member for Children, Education and Skills.

There is an opportunity to commission the contract(s) in partnership with Swindon Council and it is asked that approval to do so also be delegated to the Director of Commissioning in consultation with the Cabinet member for Children, Education and Skills.

Reason for Proposal(s)

The purpose of this proposal is to increase the availability and quality of accommodation and support for care leavers and homeless 16-17 year olds, within Wiltshire. It is also designed to reduce unnecessary spend on post-16 placements.

Executive Director: Terence Herbert

Wiltshire Council

Cabinet

19 November 2019

Subject: Accommodation and Support for Vulnerable Young People (including care leavers and homeless 16-17 year olds).

Cabinet Member: Cllr Pauline Church Cabinet Member for Children, Education and Skills and South Wiltshire Recovery

Key Decision: Key

Purpose of Report

1. To approve the proposed recommissioning of accommodation and support for vulnerable young people.

Relevance to the Council's Business Plan

2. This Service contributes to the Council's Business Plan priorities by:
 - Enabling young people to access support close to home.
 - Increasing the standard of housing accessed by vulnerable young people.
 - Improving access to support for the most complex young people.
 - Supporting young people to make positive choices about their own wellbeing.
 - Increasing local skilled jobs by delivering the Service within Wiltshire, rather than outside it.
 - Better preparing vulnerable young people for financial independence.
 - Providing a joined-up Service with equity of access for all who are eligible.
 - Supporting Service Users to shape the Services they receive.
 - Making responsible use of finite resources to support vulnerable young people.

Background

3. Accommodation and support packages for care leavers and homeless 16-17 year olds are not regulated. This means neither Ofsted nor the CQC inspect providers and the responsibility for quality assurance lies with the Local Authority.
4. Wiltshire fulfils this responsibility by commissioning a block contract for the provision of this Service, which allows greater oversight of and accountability for cost and quality. When the contracted homes are full, additional placements are made through a regional Dynamic Purchasing System (DPS). Providers pass a tender process by demonstrating they have the required resources and experience, but are not guaranteed any referrals. All providers are subject to on-going performance management.

5. Wiltshire has been part of a regional collaboration since 2014. The current DPS has been in place since September 2018 - led by South Gloucestershire Council - and has been more successful than the previous. As a result, the percentage of spot-purchased placements has fallen from 60% to 17%.
6. The block contract has also been in place since 2014 and was commissioned in response to an increasing need for external post-16 placements, which had previously been met through in-house provision.
7. The block contract was initially challenging, with high levels of voids. However, improved communication and effective relationship management with the local provider mean that this contract now operates well at a 95% occupancy rate.
8. In the next 3 years, at least 125 young people will leave care in Wiltshire and in the next 10 years, more than 300 high-quality semi-independence placements will be needed, based on the proportion of existing and new vulnerable young people and those likely to require more than one placement.
9. While the regional DPS is a key component of delivering enough placements for these care leavers, over-reliance on a regional approach reduces local placement choice and dilutes the Local Authority's bargaining power, driving up costs and introducing providers of variable quality into the market. This has an impact on outcomes delivered for our young people and increases the risk of housing a young person at a distance from Wiltshire, at a time when our strategic focus is providing outstanding services for our young people close to home.
10. This proposal seeks to address these challenges by more equitably sharing risk and reward with a small number of high-quality providers, to create a local partnership capable of responding flexibly to our young people's changing needs.

Statutory Duties

11. The Children Act 1989 confers on Local Authorities the duties to safeguard and promote the welfare of young people leaving care, maintain suitable accommodation for them and provide other support as required to prepare them to succeed as adults.
12. The 2014 Children and Families Act introduced the Staying Put duty, allowing young people to remain with foster carers up to the age of 21, to support a gradual transition to independence. This duty is now in the process of being extended through the Staying Close pilot programmes to offer parity of support for young people leaving Residential Care.
13. From April 2011, each Local Authority has been required to have an "other arrangements and suitable accommodation" framework to ensure the appropriateness and quality of accommodation for such young people, as well as to ensure young people can be supported close to their home communities wherever appropriate.
14. The Housing Act 1996 (Part 7) sets out the Local Authority's duty toward 16- and 17-year olds who present as homeless, including how they should be assessed and how the Local Authority's duty toward them can be discharged. The landmark

Southwark Judgement sets out what action housing should take when young people are not care leavers and how and when joint assessments and decisions should be conducted.

15. A range of other legislation, including the Leaving Care Act 2000 and the 2014 Children and Families Act, sets out how Wiltshire Council should support care leavers. This includes providing them with a consistent Personal Advisor relationship and access to specialist services where needed.
16. These duties are more effectively met when young people can be placed close to home.

Current Service

17. Where possible, when a young person is ready to leave care (between 16 and 18) and cannot remain in their foster placement under a Staying Put agreement, their social worker or personal advisor will seek to find the most suitable alternative. This may be a supported lodgings bed with our in-house carers, or independent accommodation - as many young people require high levels of support.
18. In these circumstances, external accommodation and support is sourced from:
 - Supported Housing – i.e. The Foyer
 - Post 16 Accommodation and Support - block contract
 - Post 16 Accommodation and Support - Regional DPS
 - Where required, spot purchase with providers expected to sign up to DPS Terms and Conditions
19. Supported Housing is available in hostel-type accommodation across the county, where support is focussed on preparing young people to sustain their own tenancy. This support is commissioned by the Strategic Housing Team, with input from Children's Commissioning. This type of support cannot always meet the needs of young people with additional vulnerabilities, such as substance misuse or mental health needs.
20. Conversely, post 16 accommodation and support is designed to meet the relatively high needs of care leavers or homeless 16-17-year olds, who need more bespoke support to prepare to live independently. Wiltshire Council currently has a block contract for 10 beds in place with a local provider, offering up to 15 hours of floating support.
21. When these beds are filled, Children's Services Buyers source similar accommodation and support through our regional DPS. The DPS generally provides enough beds, but presents three key challenges:
 - Distance – DPS providers tend to be based in Gloucestershire Council, meaning that young people are more likely to be placed outside of Wiltshire.
 - Market Shaping - Working with too many providers reduces our ability to shape the high-quality services we need to respond to specific local needs.
 - Provider Costs - Lack of guaranteed income for providers mean their support and accommodation fees are £15,000-£41,000 a year greater, per young person, compared to our block contract.

Distance Placements

22. When a DPS home is sourced, a referral goes to 50+ providers, all of whom receive hundreds of referrals each week. There is no guarantee that our preferred provider(s) will have an available bed, or that beds will be available in our preferred locations.
23. Furthermore, few DPS providers have a strong local presence and most are limited in the offers they can make by available housing stock.
24. As a result of this supply-driven market, 30-35% of our care leavers will live at a distance from Wiltshire and this proportion is too high.

Market Shaping

25. It is challenging to address this issue through the regional DPS, because making small numbers of referrals with each provider means we lack the economy of scale to encourage providers to source more local homes. In the main, providers need a minimum of 5 referrals in close geographical proximity to deliver a viable service and Wiltshire makes placements one at a time.
26. With each provider operating on a different service model, this means young people can experience varied levels of support, rather than a singular service pathway.
27. Young people are presenting with increasingly complex challenges, including mental health difficulties, experience of trauma (including an increasing number of Unaccompanied Asylum-Seeking young people) and/or high vulnerability to sexual or criminal exploitation. These young people are housed with providers who support them to access the specialist services they need and enable them to develop independence skills. However, most providers with the appropriate track record to meet these needs holistically are based outside Wiltshire and under the DPS arrangement have no incentive to expand locally.
28. Cultivating provider relationships can go some way in addressing these issues and significant progress has been made in the last 12 months. However, providers need evidence of financial viability to commit to longer term projects, which a block contract provides.

Provider Costs

29. Without guaranteed income and largely expected to deliver fewer than 5 placements a year for each Local Authority, provider costs under the DPS can run to £2,000 a week – comparable to our most expensive Independent Fostering Agencies (IFAs).
30. This is complicated by the increasing demand for placements for vulnerable young people. In 2014-15 Children's Services buyers made fewer than 55 external

placements, while in 2018-19 they made 85.¹ This changing landscape necessitates a greater number and variety of placement types.

31. In this context, expanding our block contract capacity offers:

- More local placement choice.
- Increased quality of accommodation and greater accountability on providers to deliver outcomes for young people.
- Cost savings (so long as voids are well managed)

Main Considerations for the Council

Delivering as Corporate Parents

32. Wiltshire Council's Care Leaver Promise pledges to:

- Provide young people with access to support to find work and participate in their local communities.
- Provide appropriate accommodation, with good transport links, where young people can thrive as adults.
- Remove young people from the burden of paying Council Tax.
- Guarantee priority banding when bidding on social housing.
- Offer apprenticeships at Wiltshire Council to those eligible.

33. Our Care Leaver Offer is strong and compares favourably to regional neighbours. However, delivering on many of the promises – notably access to priority housing and free leisure passes - are accessible only to care leavers living in Wiltshire.

34. When young people live out of county, we cannot choose which services other Local Authorities make available to them. This creates disparity of experience and opportunity and dilutes our impact as Corporate Parents.

Financial Considerations

35. The primary objective of the block contract is to improve local placement choice and drive up quality of accommodation and support for young people. However, the contract will also control the upward pressure on post-16 spend, which is currently increasing rapidly.

36. If beds are utilised effectively, there is the potential to deliver savings over the 5-year life of the contract, compared to making the same placements under the DPS. The savings delivered will depend on the occupancy rate achieved and this is explored in the finance section below.

37. The primary issue effecting savings being delivered is the number of weeks void payments that must be paid, if young people cannot be matched to available beds. To limit this impact, void payments must be limited to 8 weeks per year, per bed. This will mean achieving an 85% occupancy rate over the contract as a whole, as explored in the finance section below.

¹ If current trends in care entrants are maintained, this demand will fall to approximately 95 in 2022-25 and 75 in 2025-28.

Responding to the Voice of Young People

38. When commissioning services Wiltshire Council must pay close attention to the priorities young people have asked us to deliver, including:
- More control over their life and decisions about where they live and how they are supported.
 - An appropriate, comfortable home in a safe location, where they can access public transport to get to school, training or work.
 - A home where they can maintain relationships with those who are important to them.
 - Opportunities to develop practical skills that will enable them to live successful adult lives.
 - The opportunity and ability to continue in education or training and/or access employment.
 - Consistent support from trusted adults to help them work through their past experiences and develop a positive sense of identity.
 - Timely access to specialist services to overcome issues when they are ready, including drug and alcohol support, reduction in risk of offending.
39. To deliver this standard of support consistently, young people need to be housed in Wiltshire and supported by providers Wiltshire Council has a close contractual ability to hold to account for the outcomes they deliver.
40. A block contract approach delivers against these considerations.

Overview and Scrutiny Engagement

41. Democratic Services were consulted on this project and as a result, a face-to-face briefing was delivered to the Chair of Children's Select Committee.

Safeguarding Implications

42. Safeguarding considerations are central to this proposal because the Service will support vulnerable young people, who will have experienced some form of neglect or abuse.
43. Therefore, the Service Provider will be required to fully comply with all legislative and Best Practice requirements around Safeguarding Children and Adults for the term of the contract. This will include being fully trained in, and compliant with, standards set by the Wiltshire Safeguarding Vulnerable People's Partnership and Wiltshire Safeguarding Adults Board.
44. All staff will be fully DBS checked and will access safeguarding training every three years and this will be monitored through the contract review process. Managers will be expected to be Safer Recruitment trained.

Public Health Implications

45. This Service will support the achievement of Public Health's strategic priorities by:
- Providing bespoke advice and support to enable young people to make positive lifestyle choices, including quitting smoking, reducing or ending substance use and/or making safe sexual health choices.
 - Encouraging and enabling young people to participate in physical activities and hobbies, including accessing local gyms.
 - Reducing health inequalities among care leavers by providing them with targeted support and practical advice to live healthy adult lives.

Procurement Implications

46. A fully compliant tender process will be completed, in line with OJEU regulations and any light touch regime flexibilities.
47. A sourcing plan has been completed by the Strategic Procurement Hub and will be approved by the Director of Joint Commissioning and Head of Procurement. The sourcing plan sets out the route to market for best value.
48. Two market engagement events have been held to allow providers to shape the service specification, in July and November 2019.

Equalities Impact of the Proposal

49. An equalities risk assessment identified that this Service is low risk, but a full Equalities Impact Assessment has been completed for due diligence purposes.
50. This assessment concluded that the Service should improve access to appropriate, timely support close to home for the most vulnerable young people. There should be no adverse effects on young people from protected groups and there will be no reduction in available support.

Environmental and Climate Change Considerations

51. The primary impact on the environment or climate change will come from staff needing to do fewer long journeys to visit young people placed out of county.
52. The impact on energy consumption and carbon emissions will not significantly change as a result of this Service. The Service does not create any new environmental management risks as young people will be housed in existing properties, in existing communities.

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

Risk 1: Distance Placements

53. Under current service arrangements 40% of young people in external placements live in Wiltshire. As outlined above, without offering providers the guaranteed referrals of a block contract, placements will too often be made on 'best available fit' rather than 'best fit' and this trend will continue.

Risk 2 – Placement Quality

54. Over-reliance on the DPS dilutes provider relationships and our ability to influence provider's service models and standards. This creates inconsistent experiences for young people placed with different providers.

Risk 3 – Placement Cost

55. On average, DPS placements are approximately £31,000 a year more expensive than block contracted placements, with limited ability for the Local Authority to negotiate. Without action the average weekly fees will continue to increase at approximately 4% a year.

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

Risk	Likelihood	Impact	Mitigating Action(s)	Residual Risk
Contracted placement costs are higher than anticipated, reducing savings delivered.	Moderate	High	- Wiltshire will reserve the right not to let the entire contract, if provider submissions do not deliver a saving.	Low
Voids are higher than anticipated, reducing savings delivered.	Moderate	High	-3 month limit imposed on void beds, after which they will be released to framework Local Authorities. ² - 6 month notice period to remove beds from contract.	Moderate
Providers cannot meet the needs of the most complex young people.	High	Moderate	-no. of beds commissioned will allow continued use of framework for up to 20% of young people with most bespoke needs. -beds will come online gradually and contract will allow us to increase or decrease numbers.	Low
Preferred providers do not bid, or are too expensive.	Low	High	-2 market engagement events held -providers co-produced payment structure to ensure viability.	Low
Increasing LAC numbers means demand negates savings delivered	Moderate	Moderate	-Contract commissioned is part of wider system review under FACT, which will deliver alternative placement choices. -Use of the Block contract will be reported separately to allow for accurate measurement of savings.	Low
Providers are unable to source appropriate properties.	Medium	High	-18 months' notice of the intention to commission given -9-month mobilisation window - service level agreement will be signed with landlords to manage their risk(s).	Low
Focus on Sufficiency Partnership is not retained post-award.	Low	Medium	-Providers will be required to engage in quarterly joint management meetings, share data between them and respond collaboratively to changing needs.	Low

² BANES, South Gloucester, Gloucester, Bristol and North Somerset.

Financial Implications

56. The annual spend on the block contract will be approximately £910,000, if all beds are filled. However, this is not new money. The contract will be funded by repurposing funds currently used to make DPS placements.
57. Although the introduction of the Gloucester DPS has improved average fees, we are seeing inflationary pressures. This trend is likely to continue, because the DPS provides fewer financial controls than our block contract. As a result, our spend on post-16 placements is increasing.

Indicator	15/16	16/17	17/18	18/19	19/20 (Projected)	20/21 (Projected with new approach)
No. of external placements made	52	81	35	94	90	80
Average weekly fee - DPS	n/a	£2,000	£1,900	£1,350	£1,450	£1,450
Average weekly fee - contract	£680	£630	£590	£800	£850	£700
Annual spend on care leaver placements	n/a	£3.4m	£1.65m	£2.74m	£3m	£2.8m

58. The financial risk of letting this contract(s) lies in the Local Authority assuming responsibility to pay voids on unused beds, which are not due under the DPS arrangement. Voids would be paid at the weekly accommodation fee plus 4 hours of floating support – approximately £250 a week.
59. The total additional cost depends on the occupancy rate achieved:

Vacancy rate	Void weeks per year	Annual void weeks per bed	Cost if void is demand led	Cost if void is led	Contract cost	Total cost (assuming demand led)
5%	65	2.6	£16,250	£105,950	£910,000	£1,015,950
10%	130	5.2	£32,500	£211,900	£910,000	£1,121,900
15%	195	7.8	£48,750	£317,850	£910,000	£1,227,850

60. The expected price of sourcing 25 beds through the DPS in 2020-21 would be £1.125m.³

³ This figure is based on both the median framework spend for the median placement length in 18/19 (£54,000) and the average overall spend per young person placed outside the block contract in 18/19 (£44,500).

61. Due to the range and varying level of young people's needs there will inevitably be a range of saving opportunities. An average is tabled below based on the vacancy rate achieved. Key to savings being achieved are outcome-based plans for young people which are monitored by the key worker at individual level.

Scenario	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Saving
Do nothing	£1,125,000	£1,170,000	£1,216,800	£1,265,472	£1,316,091	£6,093,363	£0
95% occupancy	£1,015,950	£1,015,950	£1,036,269.00	£1,056,994.38	£1,078,134.27	£5,203,298	£890,065
90% occupancy	£1,121,900	£1,121,900	£1,144,338.00	£1,167,224.76	£1,190,569.26	£5,745,932	£347,431
85% occupancy	£1,227,850	£1,227,850	£1,227,850	£1,252,407.00	£1,277,455.14	£6,213,412	-£120,049

62. In this context, the void rate should be kept below 12% wherever possible. A ceiling of 15% vacancy rate will be set, after which beds will be released to the DPS members to purchase.

63. The financial risk has been further minimised by:

- Building flexibility into the contract(s) to allow us to increase and decrease the bed capacity in response to changing circumstances that affect the underlying business case.
- Separating accommodation commissioned from support packages purchased, to maximise flexibility in how homes can be deployed.
- Building in a no-fault notice period to end or amend the contract.
- The pricing structure for the contract has been partially pre-determined to allow for accurate cost forecasting.

Legal Implications

64. The Council's legal team have been engaged to support this tender and will support the shape of all Terms and Conditions used in the development of the Contract(s). This will ensure that Wiltshire Council are fully protected and risks and responsibilities are equitably shared.

65. The proposed approach will allow the Council to meet all its statutory requirements in respect of its duties to safeguard and promote the welfare of young people leaving care, maintain suitable accommodation for them and provide other support as required to prepare them to succeed as adults.

66. The proposed procurement route will ensure that the Council is fully compliant with all procurement legislation, while also ensuring best value placements.

Workforce Implications

67. The proposed approach will offer increased skilled employment opportunities for local communities, as well as the potential to develop apprenticeship opportunities for care leavers.

68. For the existing workforce, there may be TUPE implications between providers if the incumbent provider is unsuccessful at the point of tender. This will be managed through compliant TUPE processes and will have no impact on Council staff.

69. Selected providers will always be required to adhere to safer recruitment processes as well as providing monthly supervision and on-going support and training for the duration of the contract.

Options Considered

70. The options considered were:

- Do nothing
- Commission a single block contract, maintaining current capacity.
- Commission expanded block contract capacity through one or more contracts.
- Bring the Service In-house

71. **Do Nothing.** This approach would mean allowing the existing contract to lapse in September 2020 and transferring all future placements onto the DPS arrangement.

72. This would reduce the procurement and commissioning resource required at the outset, but would increase the internal resource required to quality assure a variety of placement types and providers over the life of the DPS. It would also lead to increased cost pressures and increased numbers of young people placed outside of Wiltshire.

73. **Commission a further small-scale block contract.** This approach would provide a limited service under contract with remaining placements made under DPS arrangements. With increasing demand and increasing complexity of young people requiring support, this would lead to a gradual increase over time in young people placed outside Wiltshire. This approach would offer limited control to the placement budget, but would still lead to increasing costs.

74. **Commission expanded block contract capacity.** This approach will deliver increased local placement choice and significantly greater oversight of the quality of accommodation and support young people receive. This approach also has the potential to deliver savings against a do-nothing scenario.

75. **Commission Support only.** This approach would involve purchasing or building accommodation for vulnerable young people to rent to providers of support for this cohort. This option requires further exploration to develop a full business case and this will be taken forward in November 2019. The Local Authority is not immediately in a position to move forward with this approach, but the recommended option does not preclude utilising this option in the medium term, as accommodation and support will be commissioned separately.

Conclusions

76. It is recommended that the proposal to commission an expanded block contract for care leaver's accommodation and support be approved and further decisions about the size and nature of the contract be delegated to the Director for Commissioning.

Helen Jones (Director - Joint Commissioning)

Report Author: Lucy Lewis, Lead Commissioner for LAC
lucy.lewis@wiltshire.gov.uk,

12th September 2019

Appendices

1. Equalities Impact Assessment

Background Papers

None

Full Equality Impact Assessment (EQIA)

An EQIA Screening has identified that this proposal/policy/project requires a full EQIA. This means there is a risk of significant adverse impact on service users/ residents including 'vulnerable groups' and/or and those from certain protected characteristics. An EQIA shows how you have and intend to ensure equalities issues are taken into account in:

1. making key decisions e.g. there are 3 cost saving proposals and you need to agree one
2. implementing an agreed decision e.g. you have agreed the proposals and need take on board the needs of those affected and reduce any negative impact where possible
3. reviewing the outcome of the decision e.g. reviewing the actual impact on people and whether it was successful in achieving savings

This document is a way of recording processes and is a key part of our obligation to show 'due regard'. The document can be updated and shared with decision makers throughout the project to inform which approaches/ ideas etc. are taken forward, how it is implemented and to review its success.

Please append all related:

- **EQIA screenings**
- **Full Equality Impact Assessment (EQIA)**
- **Equality Impact Assessment Quality Assurance Checklist**
- **Proposals- budget/ practice/ policy**

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Officers Involved in completing screening	
Officer completing Equality Impact Assessment: <i>Responsible for gathering the information needed for the forms and completing the forms</i>	Lucy Lewis – Acting Lead Commissioner
Head of Service or Operational Director authorising Equality Impact Assessment: <i>Responsible for ensuring that equality impact of any proposal has been fully considered</i>	Helen Jones – Director of Commissioning
Date Equality Impact Assessment completed:	4 th September 2019

1. Proposal being Assessed	
Title of Budget Option/ Report: <i>Name of the proposed new or changed legislation, policy, strategy, project or service being assessed</i>	Care Leaver's Accommodation and Support
Service Area and Directorate:	Children's Commissioning Team – Joint Commissioning
Budget Option:	
Budget Reference: <i>Relevant reference if this screening is being used for a formal budget proposal as part of the budget cycle</i>	N/A
Date proposal to be considered at Cabinet (if known):	Nov 2019
Is this a new proposal?	Yes
If linked to previous years give details:	N/A
On whom will the policy / decision impact?	<input type="checkbox"/> Service users <input type="checkbox"/> Staff <input type="checkbox"/> Other public-sector organisations <input type="checkbox"/> Voluntary / community groups / trade unions <input type="checkbox"/> Others, please specify below
Brief description of policy / decision to be screened: <i>This needs to be written in plain English so that the public are able to ascertain exactly what is being assessed. This should include a brief description of the current service, function, policy and the proposed changes.</i>	Wiltshire Council currently commissions a 10-bed block contract for accommodation and support for care experienced young people and other vulnerable 16- and 17-year olds. Due to the increasing demand for this kind of accommodation and support in Wiltshire and the desire to offer placement choice for all young people within Wiltshire, the proposal is to increase the block contract to up to 25 beds.

2. Reasoning behind the Proposal

Note: This proposal received an equality risk score that did not require a full Equality Impact Analysis to be completed due to the low level of risk. However, this document has been completed to ensure that stakeholders are aware of the risks identified and to safeguard against them.

As described above, the proposal is the expansion of the current block contract for accommodation and support for care leavers. The benefits of this are:

- Greater placement choice.
- More placement choice within Wiltshire.
- More consistent, high-quality accommodation available for vulnerable young people.
- Greater accountability on providers to deliver outcomes for young people.
- Potential savings delivered to the Placement Budget.

It is not anticipated that there would be any negative impact on equalities resulting from this proposal. Young people who cannot currently be supported through the block contract are housed with providers who are part of our regional framework agreement. This agreement provides a similar but less consistent level of support, often a greater distance from young people's communities and networks. Expanding the block contract will offer these young people greater placement choice, closer to home.

It is anticipated that the largest providers currently working with us through the framework agreement will bid to join the block contract, which will minimise any disruption to existing placements.

The service will be going out to full tender and each interested provider will have the opportunity to bid. A market engagement event held in July indicated that the provider group believed the approach suggested held many benefits and a further event will be held in November to allow providers to input into the final service specification.

The key risk identified is that several providers currently offering placements through the regional framework are prohibitively expensive to proffer viable tenders. This may restrict the availability of placements from these providers when matching young people. However, it is anticipated that approximately 20% of placements will continue to be made through the framework agreement, so these providers will not be completely excluded from the market where they are best placed to meet the needs of individuals.

A further risk identified is that the Council may carry voids if matching is problematic. This presents a risk to the placement budget, which would impact the resources available to support other young people. However, the size of the contract, timescale for mobilising beds and terms and conditions of the contract have been designed to minimise this risk.

The successful provider will need to demonstrate how they can meet the needs of the most vulnerable young people, including those with protected characteristics. Therefore, it is not believed that there will be adverse impact on any protected groups.

Results from the screening

Specify which protected characteristics (and groups within) were identified in the screening as at risk of adverse impact

Age	Disability	Race	Religion or belief	Gender
This Service is open to 16-19 year olds in line with statutory duties and best practice. The criteria are not changing under this approach.	The Service will have more frequent contact with commissioners to understand and respond to local needs, increasing the likelihood these providers will be able to meet the needs of young people with disabilities.	The Service will be open to all races. Staff will have specific training to support UASC.	The Service will be open to all religions.	The Service will be open to all gender identifications.
Maternity or pregnancy	Transgender	Sexual Orientation	Marriage or Civil Partnership	Socio-economics/ at risk groups
N/A	The Service will be open to all gender identifications.	The Service will be open to young people of any sexual orientation.	N/A	N/A

3. Making Informed Decisions – Useful Data

Data Gathering - Summary

If not clearly identified above briefly summarise how different groups will be affected by the proposal(s)

Profile:	Are any groups disproportionately impacted by the changes (who, how and why):
Age profile:	Are any age groups disproportionately impacted by the changes (who, how and why): N/A
Disability profile:	Are disabled people or those with certain disabilities disproportionately impacted by the changes (how and why): N/A
Race profile:	Are any ethnic groups disproportionately impacted by the changes (how and why): N/A
Religion or belief profile:	Are any faith groups disproportionately impacted by the changes (how and why): N/A
Gender profile:	Are male/female residents disproportionately impacted by the changes (how and why): N/A
Maternity or pregnancy:	Are pregnant women or breastfeeding mothers disproportionately impacted by the changes (how and why): N/A
Transgender profile:	Are transgender residents disproportionately impacted by the changes (how and why): N/A
Sexual Orientation profile:	Are heterosexual/ gay/ lesbian/ bisexual residents disproportionately impacted by the changes (how and why):

	N/A
Marriage or Civil Partnership:	Are people who are married or who have entered into a civil partnership disproportionately impacted by the changes (how and why): N/A
Socio-economics/ at risk groups profile:	Are any groups disproportionately impacted by the changes (how and why): N/A
Multiple characteristics : (e.g. males with a learning disability)	Are there any groups which may be impacted in a cumulative way due to multiple protected characteristics? N/A

4. Making Informed Decisions – Stakeholder Consultation/Engagement

A market engagement event was held in 16 July 2019, which was open to all organisations with an interest in tendering for the Service. Attendees were informed of the proposal and were given an opportunity to feedback their views.

An engagement exercise has been conducted with young people who have recently left care, or who will shortly leave care. The findings will directly inform the final Service Specification, specifically the quality and location of accommodation expected.

A full Cabinet paper is being prepared and will be considered by:

- The Head of Service for Looked After Children
- The Head of Service for Joint Commissioning
- Procurement, Finance and Legal
- Public Health

Views of Service Users and Other Stakeholders - Summary

Young people have told us that what is important to them is:

- Being able to move on to independence gradually, with support from trusted professionals

- Having choice and control over where they live and with whom they live.
- Being treated as individuals and supported with the things they find difficult.
- Living close to their college or job and/or their wider support networks.
- Living in safe, appropriate housing where they can feel at home.

These principles have informed the Service Specification and the Outcomes Framework at its heart. Further feedback will be collected in September about specific elements of the Service, to ensure it meets the needs and aspirations of Wiltshire’s young people.

Care experienced young people will be invited to join the evaluation panel.

5. Overall Impact

The overall impact of the proposal is considered to be low. The proposal is to expand the current Service to support more young people and support them more consistently through the development of a local sufficiency partnership, rather than the current framework agreement.

Following this assessment there are no identified changes to the proposal. It is felt that the risks identified will be mitigated against through the proposed actions.

6. EQIA Outcome

No change – continue to implementation

Adjust the policy and continue with implementation

Stop and remove

7. Mitigating Action Plan

Action	Anticipated Outcome	Lead	Deadline	Actual Outcome	Comments
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A robust tender process to ensure we fully and clearly specify the service required and ensure the successful provider is capable of delivering this	Tender questions and provider presentations will evidence capability to fully understand and deliver the service required. Ongoing contract monitoring.	Lucy Lewis	31 Dec 2020		
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8. Next Steps	
Are there plans to provide feedback to the groups or people that have been consulted in preparing for this assessment?	No
How is it proposed that the Mitigating Actions Plan will be monitored?	N/A
Has the assessment been included with Cabinet papers?	To be added.
Has a review date been identified to revisit this assessment to consider if there has been a significant change in circumstance	As any new information becomes available this EIA would be reviewed at the time should it be required.

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Officers Involved in Completing Screening	
Officer completing Equality Impact Assessment	Lucy Lewis – Acting Lead Commissioner
Date submitted	

Head of Service or Operational Director sign off	
Date approved by Head of Service or Operational Director	

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Wiltshire Council

Cabinet

19 November 2019

Subject: Intermediate Care Bed Service

Cabinet Member: Councillor Laura Mayes Cabinet Member for Adult Social care, Public Health and Public Protection

Key Decision: Key

Executive Summary

This report recommends the procurement of intermediate care (IC) beds within the overall redesign of Wiltshire's intermediate care services. It details progress in the review of IC services and explains how analysis has shown that many people remain in IC beds beyond the maximum optimum time.

A case-by-case review has built a comprehensive picture of the many reasons for higher-than-expected lengths of stay. It is identified that some people currently in IC beds do need to be in bedded accommodation but not necessarily in the costlier, therapy- and reablement-intensive IC beds. The review is exploring how many IC bed places are needed within the system for pure IC needs and how many people could be placed in a new category of 'system flow' beds instead.

The analysis demonstrates the importance of understanding the demand and capacity of the different categories of bed-based accommodation and ensuring that any service specification is based on the correct balance of necessary provision. Failure to model the provision of IC beds appropriately will result in people waiting for services in beds procured for a different purpose with a potential impact on the overall cost-effectiveness of services.

Although the full review of the process is underway, this cannot be achieved within the procurement timescale, i.e. the need for the new contract to be in place by April 2020. Consequently, the option that delivers the least risk to patient safety and provides most stability to the system is the procurement of the same number of beds as in the current contract with an expectation that successful providers will be expected to work across the system to evolve use of the beds based on the principle of IC beds being used only by people with relevant needs. The proposed contract mechanism will enable commissioners to work with providers to use the beds flexibly when the need is more clearly understood and to ensure that the system can be developed for people with other bed-based needs.

The recommendation is therefore that the new contracts should be for three years (with an option to extend for a further two years) and that it will be written into the contract that providers will support the development of the new system, as well as continuing to deliver the required beds within it, as this is an

approach that providers have supported for many years. A new end-to-end process and system would be expected to be in place before Q3 of 2020/21 in time for winter 2020/21.

The provision in the current contracts that the number of intermediate care beds could be varied with six weeks' notice would be carried over into the new procurement, although this would be expanded in scope to include the development of system flow beds in the place of intermediate care beds.

Proposal(s)

It is recommended that Cabinet:

1. Approves that officers develop a varied short-term bedded accommodation environment of intermediate care and system flow beds.
2. Approves the procurement of intermediate care beds on a three-year contract term (with the option of a two-year extension period) with a view to implementing the new contract in time for commencement in Q1 of 2020/21. The procurement will stipulate that providers will be proactive in supporting the development of the new varied, short-term bedded environment by Q3 of 2020/21, as well as continuing to deliver the required beds within it.
3. Approves delegated authority for Helen Jones, Director of Joint Commissioning, in consultation with Cabinet member for Adult Social Care, Public Health and Public Protection, the Director of Legal, Electoral and Registration Services and Interim Director, Finance and Procurement to approve the execution of new contracts for Intermediate Care Bed Services on behalf of Wiltshire Council.

Reason for Proposal(s)

The current contracts that end on 31 March 2020 have been extended twice as an exemption and may not be extended further. It is therefore essential that procurement begins within an appropriate timescale to implement the new service from 1 April 2020.

This approach represents a new way of working to develop flexible and deliverable processes that ensure patient flow is improved through all bedded accommodation.

Dr Carlton Brand

Executive Director

Wiltshire Council

Cabinet

19 November 2019

Subject: Intermediate Care Bed Service

Cabinet Member: Councillor Laura Mayes Cabinet Member for Adult Social care, Public Health and Public Protection

Key Decision: Key

Purpose of Report

1. This paper outlines progress made in completing a review of intermediate care (IC) bed capacity and recommends a model for the specification of a new service from April 2020.

Relevance to the Council's Business Plan

2. The Wiltshire Council Business Plan 2017-2027 makes a commitment to maximising the number of people able to remain living at home and reducing the number of people who are permanently admitted to a care home.

Background

3. IC is a short-term, time-restricted, goal-based period of care that calls on a mixture of health and social care interventions to support people to maximise their potential to live as independently as possible. As the name suggests, it operates between independent living or long-term care and acute care. It can be used to prevent an avoidable admission to acute care or as a step down between acute care and returning home.
4. The standard, accepted timescale for a package of IC is up to six weeks or 42 days of care with specific, achievable goals. In reality, an episode of IC should last for a much shorter period than this. Currently, 65 beds are commissioned from care home providers across the county: 55 as step down beds from acute care and ten that can be used to prevent an avoidable admission to acute care. There is provision to commission an additional five beds as spot purchases but this is very rarely required.
 - Step-up beds are used by GPs, who feel that a short-term period of intensive IC would be appropriate to help someone in a crisis to recover their independence. People in step-up beds tend to stay there for a maximum of a fortnight and usually only a few days.
 - Step-down beds are accessed following a stay in an acute hospital. They are used to support a patient's clinical rehabilitation for a maximum of 42 days, as well as helping them to manage more effectively with everyday living to increase their chances of living

independently for longer and to reduce any continuing care they require.

5. IC beds and the support for people in them are funded through the Better Care Fund (BCF) and, as part of this year's Better Care Programme (BCP) across the Council, the CCG and providers, it has been agreed that the review of these beds should be a component of a wider review of IC, the objectives of which are to review the individual IC BCP schemes against the following criteria:
 - To identify whether the agreed schemes are delivering effective and efficient solutions for the people of Wiltshire, and value-for-money for the overall health and social care environment.
 - To recommend alternative schemes if required following analysis of the existing schemes.
 - To develop and confirm effective performance reporting from the schemes.
6. Importantly, the review also incorporates the specific objective about the procurement and provision of the IC beds from April 2020.

Main Considerations for the Council

7. The overall picture of IC beds across Wiltshire is complex. In the north and west of the county, the CCG commissions 21 beds in Savernake and Warminster hospitals. Council IC occupational therapists support patients in these beds.
8. Sixty-five IC beds are currently commissioned by the Council from the larger care homes. They are supported by Wiltshire Health and Care (WHC) for rehabilitation purposes and by Council occupational therapists to support reablement goals.
9. A review of IC bed provision and usage in 2018/19 has been undertaken to further validate an earlier review completed by Glenesk consultancy in 2018. Both reviews examined whether people referred to IC beds were appropriately referred and whether the outcomes of those patients were correct after going through a period of IC.
10. In 2018/19, there were a total of 280 step up (5,630 bed days) and 1,179 step-down (24,668 bed days) admissions across all IC beds in Wiltshire.
11. Analysis showed that around a third of people were staying beyond the maximum optimum time of 42-days and the average length of stay was close to that value for both step-up and step-down facilities.
12. Further detailed analysis, much of which has been conducted on a case-by-case basis, has built a more comprehensive picture of people passing through IC beds to understand the reasons behind the higher-than-expected lengths of stay.
13. Working with providers, findings show that some people are occupying the beds before they are always ready for a period of IC and, more significantly, in terms of inappropriate bed stays after their goals have been achieved. There are many reasons for this and these include people waiting for packages of care or other longer-term care support.

14. It is clear from the work completed that the Council and CCG should ensure that IC beds are used for their commissioned purpose. Nevertheless, there are people currently in IC beds who need to be in bedded accommodation but not in the costlier, therapy- and reablement-intensive IC beds. The review has used detailed data and case analysis to try and identify:
- How many council-funded bed places are needed within the system for pure intermediate care.
 - How the Council can commission more cost-effective alternatives for those people requiring bedded accommodation but not in an IC environment.
15. The model being proposed is to commission the same number of beds as currently commissioned to support people whether they have either genuine IC needs or other needs that should be supported by a more general 'system flow' provision. Examples of people who might require the latter, non-IC beds include those who are:
- Recovering from a period of acute care who will be appropriate for IC later, e.g. people who cannot support their full body weight, are recovering from an illness or who are suffering from a short-term episode of confusion.
 - Discharged from acute care and require further assessment for social care needs but are not suitable for IC (this is an extension of the 'discharge to assess' scheme currently being piloted).
 - Waiting for a package of care or a home adaptation following a period of intermediate care.
 - Waiting for a suitable placement in a residential or nursing home following a period of IC and would otherwise be considered for a temporary placement.
16. It is important for the procurement process to understand demand and capacity of these different categories of bedded accommodation and to ensure that any service specification is based on the correct balance of necessary provision. Failure to model the provision of IC beds appropriately will result in people waiting for services in beds procured for a different purpose with a potential impact on the overall cost-effectiveness of Council services.
17. In developing this model, it became clear that there were many challenges across the entire intermediate care pathway, including access criteria, hand-offs and discharges, as well as improvements needed in the management of processes where people are being admitted to - or not being discharged from - appropriate services.
18. Continuing to procure beds and services 'as is' will not deliver change to a system that should work more effectively. However, the lack of clarity over the processes means it is difficult to agree any meaningful change to the format of the procurement without a review of the end-to-end pathway. Failure to understand the challenges across multiple providers would mean none of the challenges was addressed and the problems with the existing system would not be resolved.

19. While a full review of the pathway is essential, this cannot be achieved within the procurement timescale, i.e. the need for the new contract to be in place by April 2020. Consequently, the option that delivers the least risk to patient safety and provides most stability to the system is the procurement of the same number of beds as in the current contract while being clear that successful providers will be expected to work across the system to evolve use of the beds based on the principle of IC beds being used only by people with relevant needs.
20. This approach will enable commissioners to work with providers to use the beds flexibly when the need is more clearly understood and to ensure that the system can be developed for people with other bed-based needs. The contract will require providers to support the development of the new system, as well as continuing to deliver the required beds within it. This is an approach that providers have championed for many years.
21. A new end-to-end pathway would need to be in place before Q3 of 2020/21 in time for winter 2020/21. The provision in the current contracts that the number of intermediate care beds could be varied with six weeks' notice would be carried over into the new procurement, although this would be expanded in scope to include the development of system flow beds in the place of intermediate care beds.
22. This approach would represent a new way of working with intermediate care beds not just being a step on a pathway but being a change component within the overall system. Providers would work within the system to develop flexible and deliverable processes that ensured patient flow was improved through all bedded accommodation.

Overview and Scrutiny Engagement

23. The IC and bed provision was an area of focus for the Better Care Plan Task Group in 2018 and remains an area of interest for the Health Select Committee, which continues to review developments on this topic. A Rapid Scrutiny on this previous report took place on 8 November 2018.

Safeguarding Implications

24. Providers will be expected to fully comply with all legislative and best practice requirements around Safeguarding Adults for the term of the contract. This will include training staff in adult safeguarding and complying with policies and procedures as set by the Wiltshire Safeguarding Adults Board.

Public Health Implications

25. The aim of the service is to improve opportunities for people to remain independent and to live in their own homes for as long as possible. Extended stays in hospital lead to people experiencing a reduction in independence and requiring increased support on discharge or long-term placement.

Procurement Implications

26. The current contracts, which end on 31 March 2020, have been extended twice as an exemption and may not be extended further. It is therefore essential that a light touch regime procurement begins within an appropriate timescale to implement the new service from 1 April 2020. All

procurement documentation including the model, commercial approach and evaluation methodology must be ready before the ITT can be released. The following timescale is proposed:

- Commence procurement in November 2019 following decision by Cabinet.
- Confirm successful bidders by the end of February 2020.
- Implement new contract in March 2020.
- Go-live in April 2020.

Equalities Impact of the Proposal

27. An equalities impact assessment will be carried out as part of the commissioning process before the procurement process starts.
28. The specification for the service will state that providers must demonstrate use of local resources and provision of services which take account of customer's religion and culture.
29. The procurement process ensures that organisations entering into a contract with the Council must have their own policies and procedures in place to comply with the Equality Act 2010.

Environmental and Climate Change Considerations

30. There are no specific environmental or climate change considerations.

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

31. There are no specific risks attached to this report but, if Cabinet does not agree to commence a procurement process following the subsequent report, there will be a delay to the overall procurement of IC beds, which will have an impact on the continuation of IC services from April 2020, unless a further, short-term extension can be agreed to implement the new contractual arrangements.

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

32. If a new model is to be procured and implemented based on a mixture of IC and 'system flow' beds, there must be confidence that such a system is workable, particularly in respect of the commercial viability to providers of delivering such a model. There is also a risk to timescales if this is not determined sufficiently well and in time to produce mature procurement documents.

Financial Implications

33. The current distribution of IC beds is as follows:

Area	Step up	Step down
North	0	15
West	0	15
South	10	25
	10	55

34. The financial envelope, which is fully funded from the Better Care Fund, is £2.988m. This paper has no additional financial implications and is cost neutral.

Legal Implications

35. Local authorities must meet their duty of care to identify, assess and support people. The council must ensure that our population is provided with the most appropriate services which are value for money and provide effective, efficient support.
36. The proposed course of action is also consistent with the council's duty to secure "best value" under the Local Government Act 1999.

Workforce Implications

37. While initial discussions with providers regarding the new modelling has been extremely positive, concern has been expressed that there is a critical number of beds in any unit that specialist staff must support. Removing too many IC beds from a block could destabilise the provider's ability to provide such services. Consequently, solid modelling with providers is essential and this is included within the scope of the intermediate care review.
38. While existing contracts will not be affected, there is the opportunity to pilot some of the system flow principles within the current contracts during winter 2019/20 so that providers and commissioners can co-design and refine the ultimate model prior to go-live of the new services in April 2020.

Options Considered

39. The following options have been considered during the review:
- To extend the existing contract by a further year to enable further analysis of system flows. This was not considered a viable option due to the need to go to procurement.
 - To re-procure based on a similar specification to the current contract without the ability to change how the overall system works. This was not considered a viable option as it is very clear that change is needed within the system.
 - To redesign the service based on available, comprehensive system information to design a mixed system of IC and system flow beds. This is considered the most efficient and cost-effective model.

Conclusions

It is recommended that Cabinet:

Approves that officers develop a varied short-term bedded accommodation environment of intermediate care and system flow beds.

Approves the procurement of intermediate care beds on a three-year contract term (with the option of a two-year extension period) with a view to implementing the new contract in time for commencement in Q1 of 2020/21. The procurement will stipulate that providers will be proactive in supporting the development of the new varied, short-term bedded environment by Q3 of 2020/21, as well as continuing to deliver the required beds within it.

Approves delegated authority for Helen Jones, Director of Joint Commissioning, in consultation with Cabinet member for Adult Social Care, Public Health and Public Protection, the Director of Legal, Electoral and Registration Services and Interim Director, Finance and Procurement to approve the execution of new contracts for Intermediate Care Bed Services on behalf of Wiltshire Council.

Helen Jones (Director - Joint Commissioning)

Report Author: James Corrigan, Better Care Programme
Manager james.corrigan@wiltshire.gov.uk, james.corrigan@wiltshire.gov.uk

Date of report 18 October 2019

Appendices

None.

Background Papers

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

Existing contracts.

Project documentation as part of demand and capacity review for intermediate care services (Pathway 2).

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Wiltshire Council

**Cabinet
19 November 2019**

**Full Council,
26 November 2019**

Subject: Proposals to amend the Council Tax Reduction Scheme (Post Consultation) 2020

Cabinet Member: Cllr Simon Jacobs Cabinet Member for Finance and Procurement

Key Decision: Key

Executive Summary

Proposals to change Wiltshire Council's Council Tax Reduction Scheme were circulated in July 2019. The report was the result of concerns raised about the sensitivity of the current scheme, the frequent changes to entitlement and the recalculation of a household's council tax bill following the report of a minor or relatively low change in income.

Three proposals were subject to consultation which began in August 2019: The proposals were based on a simplified way of determining entitlement to council tax reduction (CTR).

Following consultation and detailed conversations with Citizens Advice and other welfare groups, it became apparent that introducing these changes would fail to achieve the intentions of simplifying the scheme whilst maintaining existing levels of financial support. Detailed scenario testing and consultation demonstrated that the proposals would, in many cases, fail to offer the levels of financial support and protection offered by the current scheme.

The proposal to reduce uncertainty and frequent recalculation were however, commended. In recognition of this need, this report proposes a relatively simple solution to the existing scheme whereby changes in a household's income, which would alter weekly entitlement to CTR by less than £7.00 per week, either up or down, would be ignored, rather than the £1.00 level built into the existing scheme, known as the *de-minimus* level.

If accepted this approach would limit the number of changes to entitlement, offer a greater level of certainty for those in receipt of CTR and continue to protect low-income households from increases in council tax. It would also reduce the costs of administering the scheme, in terms of reducing the number of changes and therefore the number of bills issued per year.

Proposal(s)

Following consultation and testing the proposed changes to the Council Tax Reduction scheme originally presented to Council in July 2019 have been reviewed and reduced to one proposal.

Cabinet is asked to recommend Council to agree this change to the Council Tax Reduction scheme as set out at section in the conclusion of this report. If agreed the change will take effect from April 2020.

Reason for Proposal(s)

It is an annual requirement for the council to review its local CTR scheme and make recommendations for change as required. Since its introduction in April 2013, the scheme has been subject to minor amendment but the core elements have been retained. However, in the last 24 months there have been significant increases in the number of households in receipt of Universal Credit (Full Service). For the purposes of assessing entitlement to CTR, Wiltshire Council treats Universal Credit (UC) as an income. The Department of Work and Pensions notifies the council when there is any change to a household's entitlement to UC. Typically, the council is sent 5,000 notifications per month. These are sent directly to the Council, by the Department of work and Pensions and contain information they have gathered from a variety of sources, including HMRC. The CTR scheme was not designed to accommodate this level of information. It is too sensitive to minor changes in monthly entitlement, which trigger reassessment of claims and recalculation of council tax bills. It was felt that without intervention, the current scheme would cause significant confusion for the customer, increase the risk of indebtedness and increase the costs of administering the collection of council tax.

Deborah Hindson (Associate Director, Finance and Procurement)

Wiltshire Council

Cabinet
19 November 2019

Full Council
26 November 2019

Subject: Proposals to amend the Council Tax Reduction Scheme (Post Consultation) 2020

Cabinet Member: Cllr Simon Jacobs Cabinet Member for Finance and Procurement

Key Decision: Key

Purpose of Report

1. To seek agreement on proposals to make changes to the Council Tax Reduction Scheme (CTR) with effect from April 2020.

Relevance to the Council's Business Plan

2. The CTR scheme is a means tested benefit, and supports the Council's business plan by offering financial support through a reduction in council tax to low income households. It is a local benefit, which works in conjunction with other national benefits, which determines the level of council tax reduction offered to some of the most vulnerable in our communities.

Background

- 3.1 The CTR scheme in Wiltshire is a means tested benefit that currently provides financial support to 25,000 households on a low income, at a current annual cost of £25 million. Entitlement to CTR is calculated after other discounts like the single person's discount have been awarded. Entitlement results in the reduction of a claimant's Council Tax. The current scheme replaced the national Council Tax Benefit scheme in April 2013. Until 2013 the scheme was fully funded by government.
- 3.2 The CTR scheme for working age customers is a local scheme and varies in design between local authorities. Rules governing the scheme demand consultation on changes to the scheme adding a complexity to a process which is already subject to complex rules and regulations. For pension-age households the scheme is set nationally by Central Government and prescribed by regulations, so cannot be varied locally. The proposed change will only affect working age households and support those whose income, be it wages, universal credit or tax credit, may be subject to minor fluctuations, where currently notification results in the adjustment of their council tax bill.

Main Considerations for the Council

4.1 In designing its current scheme, the council conducted an extensive programme of consultation with its precepting authorities, key stakeholders and the public. The working age scheme adopted by the council in 2013 retained the main elements of the former Council Tax Benefit scheme with the following exceptions:

- All working recipients unless classified as protected (see bullet point below) are required to pay at least 20% of their Council Tax liability.
- Certain protected groups can receive up to 100% of their Council Tax. Protected groups include people in receipt of the Support Component of Employment Support Allowance (ESA) and all those who qualify for the disability premium or people in receipt of a war disablement pension, or in receipt of any of the war widows' or widowers' pensions
- Those who do not fall into a protected group are subject to a means test
- Capital savings limit of £10,000. – Protected groups limit of £16,000.
- Fixed rate non dependant deduction – In households where there are working age children and relatives (non-dependants), a fixed rate deduction is made from the CTR award.
- Enhanced income allowance (taper) to encourage work.
- A *de-minimus* sum whereby income changes affecting weekly entitlement by less than £1.00 would be ignored*.
- A vulnerability/hardship fund to provide additional financial help.

4.2 Retaining the core elements of the old Council Tax Benefit scheme albeit with the exceptions outlined above has preserved the means test in its current form, which provides both a robust mechanism for determining entitlement and both protection and work incentives that have been developed and honed over almost 30 years. However, the means test is proving too sensitive to relatively small changes in income that in turn are causing the recalculation of council tax bills. It was hoped that introducing an income table would better accommodate small variations in income and prevent the recalculation of the CTR claim but the scheme and the systems used to calculate income are currently unable to differentiate between income and housing costs, which are included within the universal credit award.

4.3 Whilst the overall response to the consultation was limited, engagement with the voluntary sector was decisive in rethinking the scheme for 2020-21. The consultation revealed major concerns, that the current scheme was too sensitive and, that although simplifying the scheme was

welcomed, the proposal for an income table would not support individuals on the lowest income.

- 4.4 As a result of the consultation the proposals were honed down to one. It has been calculated that by changing the de-minimus level* from £1.00 per week to £7.00 per week would have the same effect as allowing a variation in income by as much as £50.00 per week before any alteration is made to a household's entitlement. By introducing this change alone, would mean that current levels of entitlement are maintained. It would also reduce uncertainty for the customer and reduce the number of times a claim is recalculated, unless of course there are significant changes in income

Overview and Scrutiny Engagement

5. The Financial Planning Task Group considered the proposed changes to the Scheme brought about in July. It supported the rationale of amending the Scheme to reduce the frequency of allowance re-calculations, without disadvantaging those receiving benefits.

Safeguarding Implications

6. There are no safe guarding implications.

Public Health Implications

7. There are no Public Health implications.

Procurement Implications

8. There are no procurement implications.

Equalities Impact of the Proposal

9. **Section 4 taken from the Equality Analysis prepared for this report.**
- In order to claim council tax reduction a claim must be made providing details of the household make-up ,income, savings, family, children age, sex and similar details of anyone living in the property.
 - The application process captures a range of personal details, including ethnicity.
 - In order to claim evidence has to be provided of entitlement to other benefits that may be linked to a disability or someone within the household with a disability.
 - Details of the claim are then stored on bespoke software enabling analysis in a

number of ways. Claims may be analysed at a parish level or by age or sex of the claimant or by the number of children in the household or by postcode.

- Claims are also determined as working age claimants and those of pensionable age as different rules apply, depending on age or the nature of their employment, whether self-employed or not.
- Claims are subject to frequent review and notification of change, from a variety of sources including the claimant, their employer, their landlord, the DWP etc
- The caseload is managed and reports shared with the Department of work and Pensions.
- Where changes are necessary to any council tax reduction scheme then the council must instigate a consultation process to gather the views of a range of stakeholders. The latest consultation process took place in August 2019.

Section 5 of the Equality Analysis states:

- The Council tax Reduction Schemes operated by the council to support those on a low income are complex and difficult to understand.
- Proposals to simplify the scheme were welcomed as part of the consultation conducted with stakeholders however through scenario testing, it transpires that the approach may leave a significant number of household worse off.
- It was felt that the benefits of simplifying the scheme were outweighed by the potential reduction in council tax that some households would face if an income table were introduced and the nature of the change may in fact increase speculative claims from those who may be on the margins of qualification. This would lead to a possible rise in the costs of administering the scheme that the original proposal had hoped to reduce.
- The scheme already supports those of pensionable age to a greater degree than those of working age and those in protected groups but concern was also raised that those households with more children and a higher theoretical income, including the childcare element of universal credit, would be detrimentally affected by the proposed changes.
- On this basis it was felt that the proposals to change the scheme were not wholly equitable based on the current method of determining a household income.
- An alternative arrangement has been provided to promote greater equality, determining entitlement to CTR to better accommodate all those of working age, but particularly those whose income varies.
- The report now proposes that a rise in the level at which changes of income are incorporated and impact upon a claim, a change which can accommodate a variation in income of up to £50.00 per week.
- The scheme is subject to regular review and if the proposals are agreed, but do not deliver a reduction in the number of changes, then the scheme will be subject to further revision in 2020-21

Environmental and Climate Change Considerations

- 10 Whilst the overall impact is low the ambition of this proposal is to reduce the number of changes made to a household's council tax account. If the proposal is accepted then it is anticipated there could be 20,000 less bills and explanatory notes printed and posted per annum. This will reduce the use of raw materials as well as costs for the service and hopefully reduce overall demand on the Revenues and Benefits Department.

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

- 11 The decision not to introduce an income table means that the scheme will remain a complex means test. Whilst an opportunity to simplify the scheme has been missed, the greater concern was that any fall in CTR could lead to a rise in non-payment. Whilst overall indebtedness to the council has risen slightly the main concern is the impact the scheme in its current format is having on low income households who typically may receive a number of council tax bills a year and are deterred from making payment. The rescheduling of instalments in households with limited financial resilience is generating concerns and frustrations for customers, generating a range of issues for Citizens Advice and other welfare support groups as well as the Council staff. (Between April and September 2019, 28,000 changes in UC entitlement alone, were reported to Wiltshire Council.)

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

- 12 Offering a greater tolerance in terms of disregarding some income may mean that the levels of Council Tax Reduction may rise, however the proposal works both in favour and to the detriment of the customer if their income should fall by less than £50.00. Overall the cost of this proposal should be neutral in terms of the overall amount of CTR awarded. The scheme is far more dependent upon the inflationary rise in council tax and caseload numbers rather than changes in income levels. There should however be a reduction in administration costs with a fall in the number of bills and adjustment notices issued and in levels of contact with those in receipt of another amended bill. If the proposal fails to reduce the number of changes made to claims a new scheme will be presented for financial 2021-22.

The discretionary council tax reduction scheme, which is a cash limited fund, provides an opportunity to reduce a council tax debt in conjunction with means testing, where a debt has become unmanageable or where the individual is known to have a number of debts with the authority.

Financial Implications

13. Since the introduction of the CTR scheme in 2013/14 funding has been included within the Revenue Support Grant, which has been reducing year

on year. The following table provides a summary of expenditure and caseload since the Local Council Tax Reduction scheme was introduced:

Financial Year	Net Debit £, 000s	Collection Rate %	Households in receipt of Council tax Reduction caseload @ 31 st March	Total annual expenditure on CTR
2013/14	255,989	97.76	29,497	£24,827,475
2014/15	262,876	97.80	28,237	£23,881,277
2015/16	268,608	97.89	27,078	£22,992,642
2016/17	286,283	98.06	26,499	£23,244,470
2017/18	305,228	97.89	25,091	£23,058,926
2018/19	329,388	97.81	24,619	£24,918,446
2019/20	347,072	Not known	25,015 (est)	£25,000,000(est)

The above table illustrates the number of households receiving CTR has fallen since the introduction of the scheme, but the fall has levelled during 2019/20. Over the same period, the number of dwellings subject to council tax have increased from 205,000 in 2013 to the current level of 221,300.

Currently households in receipt of CTR owe £3.4million and it could be argued that the scheme in its current form is making the collection process more difficult.

The impact of the change on the overall cost of the scheme is difficult to model as the change accommodates both increases and decreases in income. On this basis the tax base used to set the council tax charges next year have not been adjusted to reflect any additional costs or savings from the CTR scheme. Any excessive variation in terms of the overall CTR awarded will mean the scheme will need revisiting again the following year.

Legal Implications

14. The council have a duty to operate a council tax reduction scheme. Since 2013 the onus has been placed on every local authority to not only design and publish a scheme but also to maintain the scheme in conjunction with other national welfare benefits. The proposed changes which historically would have been instigated by an instruction from Government are now made more complex. The challenge for the authority is not so much that the proposals have significant legal implications, the implications are whether the change mechanism has been correctly followed. The production of this report and the consultation process ensures that all legal implications have been mitigated.

Workforce Implications

15. None

Options Considered

16. The options considered were:

- To replace the means test and introduce an income table for working age claimants.
- To disregard (not take into consideration) the first £50.00 of any earned income, per household, per week
- To disregard approximately half of any Carers allowance

The consultation process raised concerns from both Citizens Advice and those wholly reliant on UC that they would be significantly worse off if the income table replaced the current means test. Scenario testing supported this view as their housing costs, specifically those housing costs awarded as part of a Universal Credit payment would be treated as income. Analysis revealed that many single resident households who currently qualify for an 80% reduction would only qualify for a 60% reduction if the council were minded to introduce an income table.

The proposal to disregard the first £50.00 any earned income was well received however to ensure that existing levels of CTR were awarded to some households under the income table scheme, the income disregarded would have to increase to over £100.00 per week. Consequently the proposal to maintain the existing scheme but adapt the level of *de-minimus* adjustment to the equivalent earning tolerance of £50.00 per week was deemed a sensible compromise. It would maintain existing levels of financial support whilst reducing the number of adjustments made to a claim.

The proposal to disregard around half of any Carers Allowance is built in to the current scheme and so if the main proposal is adopted the current treatment of Carers allowance will remain unchanged.

This proposal will not simplify the administration of the scheme or provide the applicant with a clear indication of their entitlement. It will however reduce the risk of some households receiving numerous bills within the same financial year. It should offer a greater degree of flexibility within the scheme, to encourage work and offer a greater degree of financial certainty for those whose income might be subject to frequent but minor variation.

Conclusions

17. Following consultation and discussion with welfare support groups it is recommended that Wiltshire Council's CTR scheme is subject to minor amendment rather than extensive change. By raising the *de-minimus* level the scheme will better accommodate minor fluctuation in income. This means that changes of income of up to £50.00 should not cause adjustments in entitlement. Any additional cost or savings will be tracked over 2020/21.

Deborah Hindson

Report Author: Ian P Brown, Head of Revenues and Benefits,
ianp.brown@wiltshire.gov.uk, Tel: 01225 716701

Date of report 22nd October 2019

Appendices

Appendix 1: Results of Consultation and comments from interested parties.



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council_tax_reduction
_scheme_2020 03.10.1

Appendix 2: Equality Analysis

Appendix 3 Wiltshire Citizens Advice CTR Consultation Response

Council Tax Reduction Scheme 2020

This report was generated on 03/10/19. Overall 68 respondents completed this questionnaire. The report has been filtered to show the responses for 'All Respondents'.

The following charts are restricted to the top 12 codes. Lists are restricted to the most recent 100 rows.

How are you answering this survey?



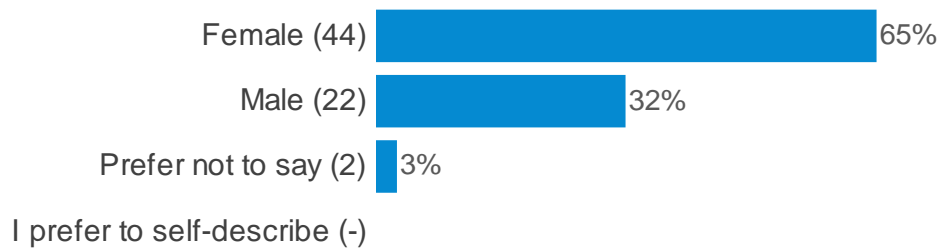
If you represent an organisation can you say which?

- Wiltshire Council
- White Horse Housing Association

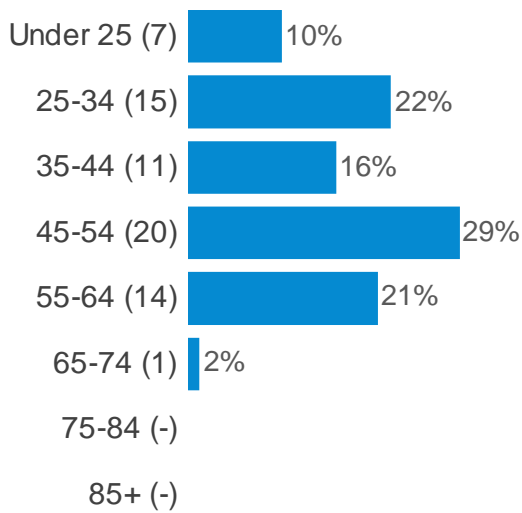
If you are an interested party can you say how?

- Benefit Professional

What is your gender?



What is your age range?



Do you consider yourself to be disabled in any way?



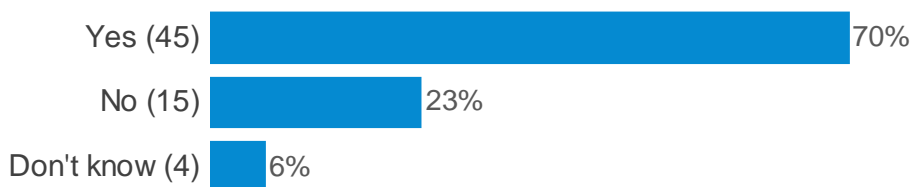
Do you receive any benefits as a result of your disability?



If yes, can you tell us the name of the benefit?

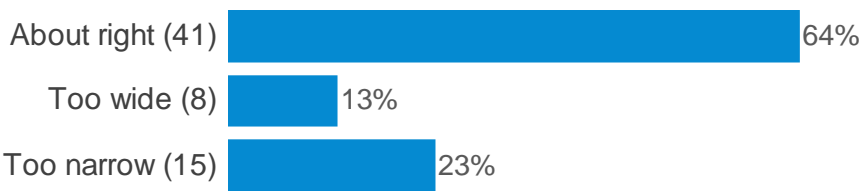
PIP

Do you agree with the proposal to simplify Council Tax Reduction by moving to a fixed 'income band' scheme?

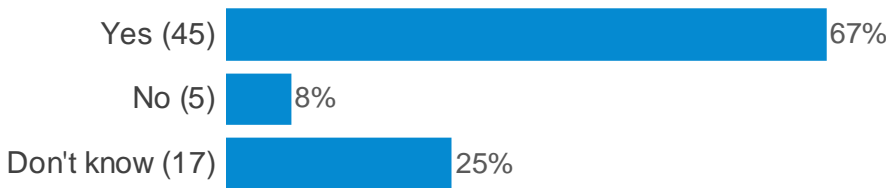


Council Tax Reduction Scheme 2020

Do you believe that the income bands are:



We propose to replace this mixture of varying disregards with one of £50 per week to further simplify the system, and also to make the system fairer to everyone. Do you agree with this proposal?



We want to support those who care for others and want to disregard some of this allowance as we do in other schemes. Do you agree with this proposal?



Is there anything you would like to say about our proposals? (max. 500 characters)

I like it.

Please do not make the poor any poorer, it's hard enough to live on the small amount as it is.

I am not receiving benefits myself however I think anything to help people out who are currently in the UC system is greatly needed.

I think you should make it fairer for working parents. working parents are penalised by the council. where as people that choose not to work get sufficient hand outs making them better off than workeres!!!! its disgusting!!!

We are a couple with a child on Universal Credit who would be worse off from this proposal. Currently we get about £25 a month Council Tax reduction, but even with a £50 income disregard, we would come in just above the £435 weekly income cut off. This proposal therefore represents a cut in welfare benefits for our family and will affect our standard of living. Not be a great amount, admittedly, but would have to go without something when things are already tight. Please reduce the upper limits

I think this is a much better idea for everyone. I currently receive the council tax reduction as a single parent. When i first moved into my own property i received numerous bills as my finances were changing constantly due to moving to universal credit from tax credits (adding on the child element and the housing costs). I have had bills that show i need to pay £4 a week up to my most recent bill of £80+ a month. My income has barely changed since moving in and the constant flow of bills was v

Council Tax Reduction Scheme 2020

Is there anything you would like to say about our proposals? (max. 500 characters)

This sounds like a more sensible way forward with less bureaucracy, less cost to the Council and less hardship to people who may be struggling. Well done for considering Carers too who are often overlooked but under huge pressures when caring for others.

Any proposal which simplified the process is needed. I personally am in receipt of universal credit as a working single parent and my CTR changed every month which affected my monthly amount due to the council. this has meant direct debits have not been taken and therefore left me in a continued spiralling debt in my council tax bill. It's fristrating and upsetting.

This is hardly a consultation. Where is the in depth information regarding the way in which the cases and awards will be verified, is it for UC customers only. and how many staff are you expecting to be able to loose.

What you have done by this is making it easier and more appealing for people to not work. Calling it a council tax reduction 'award' makes it sound like a positive thing. This should be a last resort for everyone. But because its so easy to not work and still earn the same why should we, the tax payer have to pay for someone to get a reduction. There needs to be much stricter rules on claiming benefits! So why don't you focus on getting people off benefits not on how to make their more comfortab

MAKE CARERS DISREGARD SAME AS WORKING CUSTOMERS £50

This proposal disadvantages those who work hard and do not claim benefits

I think the bans should be £75 or £100. £50 seems very small as it might only be one extra day's work which means it could still be re-assessed monthly due to the variance of working days each month (ranges between 20 and 23 days usually)

It's great to see the council supporting Carers. I think the whole proposal from an administration point of view makes much more sense

The proposal isn't clear what is meant by disregarding the allowance, So I am unable to partake in this survey, although I really would have liked to have a say.

People that have adopted children that would otherwise remain in the care system and therefore would be funded by the authority should be entitled to a 25% reduction in Council Tax.

this looks like a very sensible approach to a difficult problelm

Get rid of council tax all together and everyone will be happy! Just give people a set figure you will pay them. If they work and they earn that amount you give them nothing. If they work and don't earn the amount you pay the difference. You can't make it fairer than that. Stop giving handouts to low life's that do nothing for society.

Would like to see more disregarded - what is the point giving it with one hand and taking it away with another. Carers deserve every penny they can get and are saving the country millions.

The amount of council tax charged is far too high for almost every household regardless of whether or not they are on benefits. When most of the roads are in a complete state, local police stations are gone and bins being emptied is variable it is an appalling service for the extortionate amount of money taken from our wages.

If the income bands include housing costs then they are far too low for our universal credit clients. For example, a person on single person rate of £73.34 UC would be pushed up in to band 4 if housing costs are included because they would have £120 potentially in housing costs and this would put their weekly income at £193.34. It is likely that under the current scheme they are paying 20% council tax but under the new scheme they would end up paying 65%. This is just too extreme a rise for them

the proposed bands are too narrow , if you work one extra day in the month (bank holidays , etc) you could move up a band negating the benefit from the extra work , thus de-incentivising work .

If this proposal goes through my family (two adults and one child) will see a cut in our council tax reduction from £198 a year by a half to about £97 a year. That is unfair and appears to be a cut in benefits, not just a procedural simplification. The top discount band should be 10% and not 5% in order to avoid this hardship for our family for this change.

Council Tax Reduction Scheme 2020

Is there anything you would like to say about our proposals? (max. 500 characters)

My family would lose out from this scheme, yet it is being presented as just an administrative change. Have you actually looked at the affect that this proposal will have on claimants, and if so are you being honest with us because this proposal will make my family worse off by about £10 a week and whilst that does not seem like a lot of money, it makes all the difference to a family struggling on Universal Credit. We are most affected by the plan as it affects a couple wit one child and we curr

We lost out from this plan by £200 a year. Under the current scheme we get a council tax reduction of £200. But under the new scheme, because we come just above the £435 upper income limit for a couple and one child, even after the £50 income set off a week. So for us this isnt just a change in the process, its a cut in our benefits and will make us poorer. Please either change the plan or drop it.

A much better idea, it has been a right pain in the past as UC changes every month, my CT was being changed and each month they changed it there was no payment taken and this drove me into CT debt.

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ID.format	ID.completed	ID.date	ID.start	ID.endDate	ID.end	ID.time	Q1	Q1a	Q1b	Q2	Q3	Q4	Q5	Q5a	Q6	Q7	Q8	Q9	Q10
The published format which was em																			
Web: Snap WebHost	completed	20/08/19	08:37:57	20/08/19	08:38:27	0.5	As a resident of Wiltshire			Female	45-54	No			Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	20/08/19	08:54:32	20/08/19	08:58:44	4.2	As a resident of Wiltshire			Male	55-64	No	No		Yes	About right	Yes	Yes	I like it.
Smartphone	completed	26/08/19	05:38:38	26/08/19	05:44:12	5.57	As a resident of Wiltshire			Female	25-34	Yes	Yes	PIP	No	Too wide	Don't know	Yes	Please do not make the poor any poorer, it's hard enough to live on the small amount as it is.
Web: Snap WebHost	completed	27/08/19	13:47:31	27/08/19	13:49:03	1.53	As a resident of Wiltshire			Female	55-64	No	No		Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	28/08/19	09:21:16	28/08/19	09:26:50	5.57	As a resident of Wiltshire			Female	25-34	No	No		Yes	About right	Yes	Yes	I am not receiving benefits myself however I think anything to help people out who are currently in the UC system is greatly needed.
Smartphone	completed	28/08/19	19:47:15	28/08/19	19:48:14	0.98	As a resident of Wiltshire			Male	45-54	No	No		Yes	Too wide	Yes	Yes	
Web: Snap WebHost	completed	30/08/19	17:38:16	30/08/19	17:39:22	1.1	As a resident of Wiltshire			Female	25-34	No	No		No	Too narrow	Don't know	Yes	
Smartphone	completed	31/08/19	10:13:32	31/08/19	10:14:54	1.37	As a resident of Wiltshire			Female	25-34	No	No		No	Too narrow	Don't know	Yes	
Web: Snap WebHost	completed	02/09/19	08:24:30	02/09/19	08:26:06	1.6	As a resident of Wiltshire			Male	45-54	No	No		Yes	About right	Yes	Yes	
Tablet	completed	05/09/19	08:22:02	05/09/19	08:23:34	1.53	As a resident of Wiltshire			Female	45-54	No	No		No	About right	Yes	Yes	
Web: Snap WebHost	completed	05/09/19	11:12:20	05/09/19	11:14:20	2	As a resident of Wiltshire			Female	45-54	No	No		Yes	Too narrow	Yes	No	
Web: Snap WebHost	completed	05/09/19	20:24:49	05/09/19	20:31:08	6.32	As a resident of Wiltshire			Female	55-64	No	No				Yes	Yes	
Web: Snap WebHost	completed	06/09/19	09:14:49	06/09/19	09:18:55	4.1	As a resident of Wiltshire			Male	45-54	No	No		Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	06/09/19	11:04:00	06/09/19	11:07:49	3.82	As a resident of Wiltshire			Male	25-34	No	No		Yes	About right	Don't know	Yes	
Web: Snap WebHost	completed	06/09/19	11:00:12	06/09/19	11:52:44	52.53	As a resident of Wiltshire			Female	35-44	No	No		Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	09/09/19	12:31:24	09/09/19	12:38:42	7.3	As a resident of Wiltshire			Female	25-34	No	No		Don't know	About right	Don't know	Yes	I think you should make it fairer for working parents. working parents are penalised by the council. where as people that choose not to work get sufficient hand outs making them better off than workeres!!!! its disgusting!!!
Smartphone	completed	10/09/19	00:07:38	10/09/19	00:09:58	2.33	As a resident of Wiltshire			Female	Under 25	No	No		Don't know	Too narrow	Don't know	Don't know	
Web: Snap WebHost	completed	10/09/19	16:22:18	10/09/19	16:48:41	26.38	As a resident of Wiltshire			Female	35-44	No	No		Yes	About right	Yes	No	
Smartphone	completed	10/09/19	16:40:51	10/09/19	16:49:25	8.57	As someone, or with someone in my household, w	Male		45-54	No	No		No	No	Too narrow	Yes	Yes	We are a couple with a child on Universal Credit who would be worse off from this proposal. Currently we get about £25 a month Council Tax reduction, but even with a £50 income disregard, we would come in just above the £435 weekly income cut off. This proposal therefore represents a cut in welfare benefits for our family and will affect our standard of living. Not be a great amount, admittedly, but would have to go without something when things are already tight. Please reduce the upper limits
Smartphone	completed	10/09/19	19:30:24	10/09/19	19:33:10	2.77	As someone, or with someone in my household, w	Female		35-44	No	No		Yes	Yes	About right	Yes	Yes	
Smartphone	completed	10/09/19	21:55:02	10/09/19	22:06:27	11.42	As someone, or with someone in my household, w	Female		25-34	No	No		Yes	Yes	About right	Yes	Don't know	I think this is a much better idea for everyone. I currently receive the council tax reduction as a single parent. When i first moved into my own property i received numerous bills as my finances were changing constantly due to moving to universal credit from tax credits (adding on the child element and the housing costs). I have had bills that show i need to pay £4 a week up to my most recent bill of £80+ a month. My income has barely changed since moving in and the constant flow of bills was v
Web: Snap WebHost	completed	11/09/19	09:42:10	11/09/19	09:45:39	3.48	As a resident of Wiltshire			Female	55-64	No	No		Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	11/09/19	11:21:48	11/09/19	11:25:22	3.57	As a resident of Wiltshire			Female	45-54	No	No		Yes	Too narrow	Yes	Yes	This sounds like a more sensible way forward with less bureaucracy, less cost to the Council and less hardship to people who may be struggling. Well done for considering Carers too who are often overlooked but under huge pressures when caring for others.
Smartphone	completed	11/09/19	11:22:10	11/09/19	11:34:36	12.43	As a resident of Wiltshire			Female	25-34	No	No		Yes	About right	Yes	Don't know	Any proposal which simplified the process is needed. I personally am in receipt of universal credit as a working single parent and my CTR changed every month which affected my monthly amount due to the council. this has meant direct debits have not been taken and therefore left me in a continued spiralling debt in my council tax bill. It's fristrating and upsetting.
Web: Snap WebHost	completed	11/09/19	12:24:22	11/09/19	12:25:38	1.27	As someone, or with someone in my household, w	Male		65-74	No	No		Yes	Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	11/09/19	13:11:50	11/09/19	13:14:25	2.58	As an interested party		Benefit I	Male	55-64	No	No		No	Too wide	No	Yes	This is hardly a consultation. Where is the in depth information regarding the way in which the cases and awards will be verified, is it for UC customers only. and how many staff are you expecting to be able to loose.
Smartphone	completed	11/09/19	13:46:53	11/09/19	13:50:01	3.13	As a resident of Wiltshire			Female	45-54	No	No		Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	11/09/19	16:50:10	11/09/19	16:51:52	1.7	As a resident of Wiltshire			Male	55-64	No	No		Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	11/09/19	18:48:05	11/09/19	18:51:40	3.58	As a resident of Wiltshire			Male	55-64	No	No		Yes	About right	Yes	Yes	
Smartphone	completed	12/09/19	07:53:30	12/09/19	08:03:41	10.18	As a resident of Wiltshire			Male	Under 25	No	No		No		No	Yes	What you have done by this is making it easier and more appealing for people to not work. Calling it a council tax reduction 'award' makes it sound like a positive thing. This should be a last resort for everyone. But because its so easy to not work and still earn the same why should we, the tax payer have to pay for someone to get a reduction. There needs to be much stricter rules on claiming benefits! So why don't you focus on getting people off benefits not on how to make their more comfortab
Smartphone	completed	12/09/19	10:58:10	12/09/19	11:02:44	4.57	As a resident of Wiltshire			Female	45-54	No	No		Yes	About right	Yes	Yes	
Smartphone	completed	12/09/19	12:56:22	12/09/19	12:58:25	2.05	As someone, or with someone in my household, w	Female		45-54	No	No		Yes	Yes	About right	Yes	Yes	

Web: Snap Smartphone	completed	12/09/19	12:55:44	12/09/19	12:59:19	3.58	As a resident of Wiltshire	Female	55-64	No	No	Yes	About right	Don't know	Yes		
Web: Snap Smartphone	completed	12/09/19	13:47:08	12/09/19	13:48:41	1.55	As a resident of Wiltshire	Female	Under 25	No	No	Yes	About right	Yes	Yes		
Web: Snap Smartphone	completed	12/09/19	20:18:58	12/09/19	20:25:43	6.75	As a resident of Wiltshire	Male	45-54	No	No			Yes	Yes	MAKE CARERS DISREGARD SAME AS WORKING CUSTOMERS £50	
Web: Snap Smartphone	completed	12/09/19	21:18:55	12/09/19	21:21:49	2.9	As a resident of Wiltshire	Female	45-54	No	No	No	Too narrow	No	No	This proposal disadvantages those who work hard and do not claim benefits	
Web: Snap Smartphone	completed	13/09/19	09:51:51	13/09/19	09:55:37	3.77	As a resident of Wiltshire	Female	55-64	No	No	Yes	About right	Don't know	Yes		
Web: Snap Smartphone	completed	13/09/19	11:32:58	13/09/19	11:38:12	5.23	As a resident of Wiltshire	Female	35-44	No	No	Yes	Too narrow	Yes	Yes	I think the bans should be £75 or £100. £50 seems very small as it might only be one extra day's work which means it could still be re-assessed monthly due to the variance of working days each month (ranges between 20 and 23 days usually)	
Web: Snap Smartphone	completed	13/09/19	12:24:12	13/09/19	12:28:59	4.78	As a resident of Wiltshire	Male	45-54	Yes	Yes	Yes	About right	Yes	Yes		
Web: Snap Smartphone	completed	15/09/19	15:11:15	15/09/19	15:17:05	5.83	As someone, or with someone in my household, w	Prefer not	45-54	Yes	Yes		Too wide	Yes	Yes	It's great to see the council supporting Carers. I think the whole proposal from an administration point of view makes much more sense	
Web: Snap Smartphone	completed	16/09/19	17:28:21	16/09/19	17:32:29	4.13	As a resident of Wiltshire	Female	35-44	No	No	Yes	About right	Don't know	Don't know	The proposal isn't clear what is meant by disregarding the allowance, So I am unable to partake in this survey, although I really would have liked to have a say.	
Smartphone	completed	17/09/19	08:38:05	17/09/19	08:40:20	2.25	As someone, or with someone in my household, w	Female	25-34	No	No	Yes	About right	Don't know	Don't know		
Smartphone	completed	17/09/19	12:50:35	17/09/19	12:51:34	0.98	As a resident of Wiltshire	Male	Under 25	Yes	No	Yes	About right	Yes	No		
Web: Snap Smartphone	completed	17/09/19	16:01:17	17/09/19	16:07:33	6.27	As a resident of Wiltshire	Prefer not	45-54	No	No	No	Too wide	Yes	Yes	People that have adopted children that would otherwise remain in the care system and therefore would be funded by the authority should be entitled to a 25% reduction in Council Tax.	
Web: Snap Smartphone	completed	18/09/19	11:55:39	18/09/19	11:58:30	2.85	As someone, or with someone in my household, w	Male	35-44	No	No	Yes	About right	Yes	Yes		
Web: Snap Smartphone	completed	19/09/19	10:04:50	19/09/19	10:06:28	1.63	As an organisation that represer	Wiltshire Council	Female	35-44	No	No	Yes	About right	Yes	Yes	this looks like a very sensible approach to a difficult problelm
Web: Snap Smartphone	completed	19/09/19	10:50:30	19/09/19	10:52:07	1.62	As a resident of Wiltshire	Female	45-54	No		Yes	About right	Yes	Yes		
Smartphone	completed	20/09/19	12:10:04	20/09/19	12:11:30	1.43	As a resident of Wiltshire	Female	25-34	No	No	Yes	About right	Yes	Yes		
Web: Snap Smartphone	completed	20/09/19	12:53:17	20/09/19	12:56:39	3.37	As a resident of Wiltshire	Male	55-64	No	No	Yes	Too wide	Don't know	Yes		
Smartphone	completed	21/09/19	19:25:31	21/09/19	19:32:58	7.45	As a resident of Wiltshire	Female	25-34	No	No	No	Too wide	No	Yes	Get rid of council tax all together and everyone will be happy! Just give people a set figure you will pay them. If they work and they earn that amount you give them nothing. If they work and don't earn the amount you pay the difference. You can't make it fairer than that. Stop giving handouts to low life's that do nothing for society.	
Web: Snap Smartphone	completed	22/09/19	09:47:03	22/09/19	09:49:37	2.57	As a resident of Wiltshire	Female	45-54	No	No	Yes	About right	Yes	Yes		
Smartphone	completed	22/09/19	17:07:22	22/09/19	17:12:35	5.22	As a resident of Wiltshire	Female	55-64	No	No	Yes	About right	Yes	Yes	Would like to see more disregarded - what is the point giving it with one hand and taking it away with another. Carers deserve every penny they can get and are saving the country millions.	
Smartphone	completed	23/09/19	10:10:50	23/09/19	10:14:01	3.18	As a resident of Wiltshire	Female	35-44	No	No	Yes	Too narrow	No	Yes	The amount of council tax charged is far too high for almost every household regardless of whether or not they are on benefits. When most of the roads are in a complete state, local police stations are gone and bins being emptied is variable it is an appalling service for the extortionate amount of money taken from our wages.	
Smartphone	completed	23/09/19	13:40:51	23/09/19	13:44:22	3.52	As a resident of Wiltshire	Male	35-44	Yes	No	Yes	About right	Don't know	Don't know		
Smartphone	completed	23/09/19	14:35:57	23/09/19	14:37:34	1.62	As a resident of Wiltshire	Female	25-34	No		Yes	About right	Yes	No		
Smartphone	completed	23/09/19	14:41:35	23/09/19	14:44:59	3.4	As a resident of Wiltshire	Female	25-34	No	No	Yes	About right	Yes	Yes		
Smartphone	completed	24/09/19	14:44:26	24/09/19	14:45:50	1.4	As someone, or with someone in my household, w	Female	Under 25	No	No	Don't know	Too wide	Don't know	Don't know		
Smartphone	completed	24/09/19	19:48:46	24/09/19	19:49:53	1.12	As a resident of Wiltshire	Female	Under 25	No	No	Don't know	About right	Don't know	Don't know		
Web: Snap Smartphone	completed	25/09/19	19:46:03	25/09/19	19:47:33	1.5	As a resident of Wiltshire	Male	25-34	No	No	No	Too narrow	Don't know	Yes		
Web: Snap Smartphone	completed	27/09/19	16:20:06	27/09/19	16:29:54	9.8	As an organisation that represer	White Horse Hou:	Female	55-64	No	No	Yes	Too narrow	Yes	Yes	If the income bands include housing costs then they are far too low for our universal credit clients. For example, a person on single person rate of £73.34 UC would be pushed up in to band 4 if housing costs are included because they would have £120 potentially in housing costs and this would put their weekly income at £193.34. It is likely that under the current scheme they are paying 20% council tax but under the new scheme they would end up paying 65%. This is just too extreme a rise for them
Web: Snap Smartphone	completed	28/09/19	08:35:26	28/09/19	08:41:59	6.55	As someone, or with someone in my household, w	Male	55-64	No	No	No	Too narrow	Don't know	No	the proposed bands are too narrow , if you work one extra day in the month (bank holidays , etc) you could move up a band negating the benefit from the extra work , thus de-incentivising work .	
Web: Snap Smartphone	completed	28/09/19	18:35:56	28/09/19	18:40:25	4.48	As a resident of Wiltshire	Female	55-64	No	No	Yes	About right	Don't know	No		
Smartphone	completed	30/09/19	14:22:21	30/09/19	14:26:28	4.12	As a resident of Wiltshire	Female	35-44	No	No	No	Too narrow	Yes	Yes	If this proposal goes through my family (two adults and one child) will see a cut in our council tax reduction from £198 a year by a half to about £97 a year. That is unfair and appears to be a cut in benefits, not just a procedural simplification. The top discount band should be 10% and not 5% in order to avoid this hardship for our family for this change.	

Web: Snap WebHost	completed	30/09/19	14:27:42	30/09/19	14:31:53	4.18	As a resident of Wiltshire	Male	45-54	No	No	No	Too narrow	Yes	Yes	My family would lose out from this scheme, yet it is being presented as just an administrative change. Have you actually looked at the affect that this proposal will have on claimants, and if so are you being honest with us because this proposal will make my family worse off by about £10 a week and whilst that does not seem like a lot of money, it makes all the difference to a family struggling on Universal Credit. We are most affected by the plan as it affects a couple wit one child and we curr
Smartphone	completed	30/09/19	16:24:38	30/09/19	16:28:34	3.93	As a resident of Wiltshire	Male	45-54	No	No	No	Too narrow	Yes	Yes	We lost out from this plan by £200 a year. Under the current scheme we get a council tax reduction of £200. But under the new scheme, because we come just above the £435 upper income limit for a couple and one child, even after the £50 income set off a week. So for us this isnt just a change in the process, its a cut in our benefits and will make us poorer. Please either change the plan or drop it.
Web: Snap WebHost	completed	30/09/19	17:01:34	30/09/19	17:02:03	0.48	As a resident of Wiltshire	Female	Under 25	No	No					
Smartphone	completed	02/10/19	21:03:31	02/10/19	21:06:03	2.53	As a resident of Wiltshire	Male	25-34	No	No	Yes	About right	Yes	Yes	
Web: Snap WebHost	completed	03/10/19	10:09:01	03/10/19	10:11:18	2.28	As someone, or with someone in my household, w	Female	35-44		No	Yes	About right	Yes	Yes	A much better idea, it has been a right pain in the past as UC changes every month, my CT was being changed and each month they changed it there was no payment taken and this drove me into CT debt.

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EQUALITY IMPACT ASSESSMENT

(Please note, this will form part of a public facing document. If you have any questions about this, please contact Equality@wiltshire.gov.uk)

Title: What are you completing an Equality Impact Assessment on?
<p>Changes to the Council Tax reduction Scheme in Wiltshire, which could affect up to 10,000 working age households currently in receipt of council tax reduction.</p> <p>(Council Tax Reduction is a means tested benefit, currently claimed by 25,000 households across Wiltshire but the latest amendments will impact those whose income is subject to change. Pensioners and those in protected groups on fixed incomes will not be affected).</p> <p>The proposals for change are to limit the impact of minor fluctuations in monthly income on those households currently in receipt of Council Tax Reduction.</p>

Why are you completing the Equality Impact Assessment? (please tick any that apply)			
<u>Proposed New Policy or Service</u>	Change to Policy or Service	MTFS (Medium Term Financial Strategy)	Service Review
	Yes	Yes	NO

Version Control					
Version control number	1	Sept 2019		Reason for review (if appropriate)	Policy review post public consultation

Risk Rating Score (use Equalities Risk Matrix and guidance)		
<p>**If any of these are 3 or above, an Impact Assessment must be completed. Please check with equality@wiltshire.gov.uk for advice</p>		
Criteria	Inherent risk score on proposal	Residual risk score after mitigating actions have been identified
Legal challenge	2	2
Financial costs/implications	9	6
People impacts	6	4
Reputational damage	4	2

Section 1

Description of what is being analysed

Wiltshire Council must deliver an equitable and efficient council tax reduction scheme for its working age residents who are liable to pay council tax and who are either reliant on other welfare benefits and or are on a low income. They need a flexible support scheme whereby those on the lowest income are awarded a partial reduction in council tax.

The current means test used to determine entitlement to council tax reduction is sensitive to minor fluctuations in income, particularly earned income, resulting in frequent recalculation of entitlement, the adjustment of council tax accounts and the dispatch of amended bills. This was deemed to be a disincentive to work, generating uncertainty for the household and growing administration for the all those concerned with the assessment of council tax reduction.

Whilst the scheme generally offers most protection to those least able to work, particularly those of pensionable age, this latest review focuses on those of working age, particularly those in receipt of Universal Credit, and able to work. The consultation focuses on whether a move away from the traditional means test and the introduction of an income grid would simplify administration, reducing uncertainty for the claimant.

Section 2

People or communities that are currently **targeted or could be affected** by any change

Those in receipt of Council Tax Reduction are generally those households in receipt of an income that is below the national average and reliant on other welfare benefits to support them, specifically universal credit. However around 10,000 households in receipt of council tax reduction are able to work. It is estimated that 6,500 of those are currently in receipt of Universal Credit. The number incorporates a range of household types that include single occupant households, loan parents and couples with and without children.

The proposed changes will not affect those of pensionable age. The scheme also accommodates those who are unable to work, specifically those entitled to PIP and Disabled Living Allowance.

Section 3

People who are **delivering** the policy or service that are targeted or could be affected (i.e. staff, commissioned organisations, contractors)

The administration of the changes is within the control of the local authority and specifically the Housing Benefit Team who have to manage around 5,000 notification of changes per of benefit entitlement and income each month. Notification are a by-product of the Department of work and Pensions (DWP) amending the entitlement of those in receipt of UC. The changes to the Council Tax Reduction scheme will not turn this exchange of data off, rather the number of changes to entitlement to CTR resulting from the data exchanges could be fewer if changes to the current scheme are accepted.

Section 4

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

- In order to claim council tax reduction a claim must be made providing details of the household make-up, family, children age, sex and similar details of anyone living in the property.
- The application process captures details of such as ethnicity
- In order to claim evidence has to be provided of benefit that may be linked to a disability or someone within the household with a disability.
- Details of the claim are then stored on bespoke software enabling analysis in a number of ways. Claims may be analysed at a parish level or by age or sex of the claimant or by the number of children in the household or by postcode.
- Claims are also determined by whether the claimant works or not and the nature of their employment, whether self-employed or not.
- Claims are subject to frequent review and notification of change, from a variety of sources including the claimant, their employer, their landlord, the DWP etc
- The caseload is managed and reports shared with the Department of work and Pensions.
- Where changes are necessary to any council tax reduction scheme then the council must instigate a consultation process to gather the views of a range of stakeholders. The latest consultation process took place in August 2019.

Section 5

Conclusions drawn about the impact of the proposed change or new service/policy

- The Council tax Reduction Schemes operated by the council to support those on a low income are complex and difficult to understand.
- Proposals to simplify the scheme were welcomed as part of the consultation conducted with stakeholders however through scenario testing, it transpires that the approach may leave a significant number of households worse off.
- It was felt that the benefits of simplifying the scheme were outweighed by the potential reduction in council tax that some households would face if an income table were introduced and the nature of the change may in fact increase speculative claims from those who may be on the margins of qualification. This would lead to a possible rise in the costs of administering the scheme that the original proposal had hoped to reduce.
- The scheme already supports those of pensionable age to a greater degree than those of working age and those in protected groups but concern was also raised that those households with more children and a higher theoretical income, including the childcare element of universal credit, would be detrimentally affected by the proposed changes.
- On this basis it was felt that the proposals to change the scheme were not wholly equitable based on the current method of determining a household income.
- An alternative arrangement has been proposed to promote greater equality, determining entitlement to CTR to better accommodate all those of working age, but particularly those whose income varies. The report now proposes that a rise in the level at which changes of income are incorporated and impact upon a claim, a change which can accommodate a variation in income of up to £50.00 per week.
- The scheme is subject to regular review and if the proposals are agreed but do not deliver a reduction in the number of changes then the scheme will be subject to further revision. in 2020-21.

Section 6

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

- The levels of council tax reduction and the number of households receiving this benefit are measured each month.
- The caseload is broken down in a number of ways as part of the reporting process and this data is shared widely across the organisation, again on a monthly basis.
- Phone calls and enquiries made at council offices are monitored on a weekly basis and it is hoped that fewer revisions to bills will reduce the number of callers. Call numbers will continue to be carefully monitored
- Monitoring caseload and engagement with customers is relatively straight forward, The challenge is ensuring that the changes to the scheme do reduce the number of changes made to live claims. By avoiding the recalculation of council tax bills and offering a degree of certainty that once a bill is issued it will not be amended as a result of a minor change in income should reduce the level of demand currently faced by the team who typically deal with 2,200 phone calls per week
- New methods will be introduced to monitor the number of changes made to each claim over a six month period.
- The outcomes will be discussed with interested parties and stakeholders including Wiltshire Citizens Advice and at Forums like Wiltshire Money
- If the changes to the scheme are not successful and claim continue to be repeatedly adjusted then further proposals will be prepared and changes will be introduced for the following financial year.
- The progress of the scheme will be monitored by the Council Revenues and Benefits Manager.

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***Copy and paste sections 5 & 6 into any Committee, CLT or Briefing papers as a way of summarising the equality impacts where indicated**

Please send a copy of this document to Equality@wiltshire.gov.uk

Completed by:	Ian P Brown	
Date	21 st October 2019	
Signed off by:		
Date		
To be reviewed by:	Ian P Brown	
Review date:	September 2020	
For Corporate Equality Use only	Compliance sign off date:	

Equality Impact Issues and Action Table (for more information on protected characteristics, see risk assessment document)

Identified issue drawn from your conclusions (only use those characteristics that are relevant)	Actions needed	Who is responsible	Date	Expected outcome
Age				
Disability				
Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race (including ethnicity or national origin, colour, nationality and Gypsies and Travellers)				
Religion and Belief				
Sex				
Sexual Orientation				
Other (including caring responsibilities, rurality, low income, Military Status etc)				

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Wiltshire Council

Cabinet

19 November 2019

Subject: Household Waste Management Strategy

Cabinet Member: Cllr Bridget Wayman Cabinet Member for Highways, Transport and Waste

Key Decision: Key

Executive Summary

In 2017 the council carried out a county-wide consultation to help develop a new household waste management strategy. The waste management service engaged with Environment Select Committee to propose a draft Household Waste Management Strategy and the format for annual performance reports and annual action plans. The current drafts of these documents are appended to this report.

This report confirms that the waste hierarchy upon which the strategy is based continues to remain central to environmental legislation and prioritises those waste management practices which are more environmentally sustainable than sending waste to landfill, which is the option of last resort.

Reference in the report (paragraphs 9 to 13) is made to the government consultations which commenced in February 2019 and the government responses to the results of the consultations which were published in July 2019 on the following:

- a) Reforming the UK packaging producer responsibility system
- b) Consistency in household and business recycling collections in England
- c) Introducing a deposit return scheme in England, Wales and Northern Ireland
- d) Introduction of a plastic packaging tax.

This report also refers to the publication by government of the Environment Bill on 15 October 2019 and highlights the requirement to collect food waste at least once a week. Proposals will be subject to further consultation.

During 2018-19 recycling performance fell to 42.63% compared to performance in 2017-18 which was a consequence of the dry summer resulting in a fall of garden waste composted by 2,100 tonnes. This was despite an increase in the number of tonnes of dry recyclable materials collected of more than 700 tonnes. The end use register for 2018-19 showing the destination of all the materials collected has been published and is appended to this report.

Other key performance indicators for 2018-19 are:

- a) the council sent less than 16% of the waste it collects to landfill
- b) 86% of Wiltshire's roads were predominantly free of litter and 80% free of detritus
- c) Reports of fly tipping fell from a high point of 3,167 in 2017-18 to 2,822 in 2018-19.

The annual action plan for 2019-20 refers to introducing changes to the kerbside collection of recyclable materials. There will be a full communications programme to ensure residents are aware of the changes.

The report confirms engagement with Overview and Scrutiny and the changes made, as requested by Environment Select Committee, to include an update on the action plan from the previous year. It also notes the encouragement from Environment Select Committee to work towards providing a food waste collection service for the county.

Proposal(s)

That Cabinet:

- i) Notes and approves the draft strategy; and
- ii) Refers the strategy to full Council with a recommendation for final approval by the Council as part of the Council's Policy Framework.

Reason for Proposal(s)

There are significant changes anticipated in the legislative framework which governs the delivery of waste management services which would result in the council having to make decisions about the services it delivers in order to remain compliant with statutory requirements. This could impact on the waste and recycling services delivered to all Wiltshire households. It is therefore appropriate that the strategy be approved by full Council to ensure that all aspects of the council abide by the strategy with any proposed deviations having to be approved by a majority of full Council.

Alistair Cunningham OBE
Executive Director Growth, Investment and Place

Wiltshire Council

Cabinet

19 November 2019

Subject: Household Waste Management Strategy

Cabinet Member: Cllr Bridget Wayman Cabinet Member for Highways, Transport and Waste

Key Decision: Key

Purpose of Report

1. To:
 - a) Provide an updated draft of the Household Waste Management Strategy 2017-27 for comment
 - b) Report on performance of the waste management service during 2018-19
 - c) Propose an action plan for the waste management service for 2019-20for comment by members of Cabinet prior to referral to full Council for approval.

Relevance to the Council's Business Plan

2. A key priority is strong communities. We want people in Wiltshire to be encouraged to take responsibility for their well-being, build positive relationships and to get involved, influence and take action on what's best for their own communities. One of the council's goals is high recycling rates and reduced litter. Supporting local communities on issues such as fly tipping and littering, which are costly to address, is also important. We will support community initiatives such as litter picks and activities that reduce waste.

Background

3. In 2017 the council carried out a county-wide consultation to help develop a new household waste management strategy. A report was presented to Environment Select Committee at its meeting held on 18 January 2018 which set out that 3,875 responses had been received to the consultation. The report gave an overview of the results of the survey and the key themes emerging from the consultation.
4. A report was presented to Environment Select Committee at its meeting held on 26 June 2018. Appended to the report was a draft strategy, an annual performance review 2017-18 and an annual action plan 2018-19. The committee resolved to endorse the draft strategy.

5. The Government (via the Department for Environment, Food and Rural Affairs (Defra) published a resources and waste strategy on 18 December 2018 along with notification of a number of consultations which Defra intended to carry out in 2019.
6. The consultations commenced in February 2019 and ran for 12 weeks. The council submitted individual responses and engaged with Association of Directors of Environment, Economy, Planning and Transport and the National Association of Waste Disposal Officers to inform their responses. The consultations were
 - a) Reforming the UK packaging producer responsibility system
 - b) Consistency in household and business recycling collections in England
 - c) Introducing a deposit return scheme in England, Wales and Northern Ireland.At the same time HM Treasury published a consultation on the introduction of a plastic packaging tax.
7. The government responses to the results of the consultations were published in July 2019.

Main Considerations for the Council

8. The service reviewed the government responses to the results of the consultation documents and at present sees no reason to recommend changes to the vision and priorities outlined in the council's strategy. The waste hierarchy upon which the strategy is based continues to remain central to environmental legislation and prioritises those waste management practices which are more environmentally sustainable than sending waste to landfill, which is the option of last resort. The section of the draft household waste management strategy on national policy and legislation has been updated to reflect the government responses see appendix 1. Key points and next steps are set out below.

Reforming the UK packaging producer responsibility system

9. Government intends to introduce an extended producer responsibility scheme for packaging in 2023. Defra has taken primary powers in the Environment Bill to enable them to implement new extended producer responsibility (EPR) systems. They plan to bring forward detailed proposals on the specific nature of an EPR system for packaging and associated secondary legislation for consultation in 2020. This should lead to an increased demand for recyclable materials to be used in the production of new packaging.

Consistency in household and business recycling collections in England

10. Government will work with local authorities and other stakeholders to develop more detailed regulations and guidance to implement

consistency in recycling. Defra anticipate bringing forward more detailed proposals early in 2020 and implementing the necessary changes to achieve greater consistency in household and business recycling as soon as possible thereafter. The target year for measures to come into effect from is 2023. The key impacts for Wiltshire Council would be the proposal to mandate weekly collections of food waste and the consideration being given to the provision of fortnightly free of charge garden waste collections.

Introducing a deposit return scheme in England, Wales and Northern Ireland

11. Government also intends to introduce a deposit return scheme in 2023. The expectation is that there will be a further consultation on the detail of the scheme in early 2020. The key impact for Wiltshire Council would be the loss of plastic bottles, steel and aluminium cans and glass bottles from the collection of dry recyclable materials.

Introduction of a plastic packaging tax

12. For all areas of the plastic packaging tax design, government will continue to consider which approaches will best support the objectives of the tax, are most administratively feasible and do not have a disproportionate impact on business. HM Treasury will also continue to work closely with Defra to ensure that the plastic packaging tax complements the reforms to the packaging producer responsibility regulations and proposals for consistent collection of waste in England and a potential deposit return scheme for drinks containers. The government had intended to set out the next steps at Budget 2019. HMRC will publish a technical consultation on the detail of the tax design at a later date, and publish draft legislation for consultation in 2020.
13. Wiltshire Council will continue to engage with government on the further development and subsequent consultations on these proposals. Once there is certainty on the detail of implementation the council will need to review and amend its household waste management strategy and services to ensure compliance with any new legislation.

Publication of the Environment Bill

14. The Environment Bill was introduced to Parliament on 15 October 2019. The bill establishes a regulatory body, the Office for Environmental Protection, to hold the government and public bodies to account and to set legally binding environmental improvement targets.
15. The bill aims to transform the way we manage our waste through providing powers to ensure that producers take responsibility for the waste they create, introducing a consistent approach to recycling, tackling waste crime, introducing bottle deposit return schemes and more effective litter enforcement. Powers to introduce new charges will minimise the use and impacts of single use plastics. It remains

government's intention that measures come into effect in 2023 as outlined in the paragraphs above.

16. The bill requires local authorities to collect the following recyclable household waste separately:

- a) Glass
- b) Metal
- c) Plastic
- d) Paper and card
- e) Food waste and
- f) Garden waste.

In addition, recyclable household waste which is food waste should be collected at least once a week. The explanatory notes to the bill state that the circumstances in which it is not technically or economically practicable to separate waste streams, or it would have no significant environmental benefit, will be set out in statutory guidance and subject to consultation.

Annual Performance Review 2018-19

17. Since 30 July 2018 residents have been able to recycle plastic pots, tubs and trays and food and drink cartons from the kerbside by adding these materials to the blue lidded bin. The tonnes of dry recyclable materials collected from the kerbside in 2018-19 increased by more than 700 tonnes to over 40,400. Although the cartons are a lightweight material the council has collected over five million to date since the service was introduced.
18. Alongside the increase in the tonnes of dry recyclable materials collected, there was a decrease in the tonnes of garden waste collected at the kerbside in 2018-19. This reduced by over 2,100 tonnes compared to 2017-18 with fewer tonnes collected month by month from July to October last year. The reduction contributed to a fall in recycling performance to 42.63% in 2018-19.
19. The council published the end use register for the first time for 2017-18 showing the destination of all the waste and recyclable materials collected that year. The end use register for 2018-19 has now been published. This is attached at appendix 3.
20. A strategic aim for the council is to reduce the waste sent to landfill as this is widely recognised as being the least environmentally sustainable way of managing waste. All the waste services and contracts the council has in place are designed to ensure that the amount of waste sent to landfill is reduced. Through improvements to waste prevention information and recycling services and diverting a significant proportion of non-recyclable household waste to energy from waste plants, the council now sends less than 16% of Wiltshire Council's collected waste to landfill each year. This is a significant reduction compared to previous years.

21. In 2018-19 there was a significant improvement in the percentage of Wiltshire roads which were predominantly free of litter and detritus, with 86% being predominantly free of litter and 80% being free of detritus. Reports of fly tipping fell for the first time in some years to 2,822 compared to a high point of 3,167 in 2017-18.

Annual Action Plan 2019-20

22. The annual action plan 2019-20 is attached at appendix 4. This action plan documents priorities and activities for the waste service team for the coming year. It also outlines how the service will develop within the next year to meet the strategic aims and priorities within the overarching strategy. Some of the actions from 2018-19 continue in 2019-20 as they are part of longer term programmes to improve services for residents and to enable the council to achieve its vision of working towards zero avoidable household waste in Wiltshire.
23. A key action for 2019-20 is to introduce changes to the kerbside collection of recycling, including introduction of a comingled collection service with paper, cardboard, plastic bottles, pots, tubs and trays, cans and food and drink cartons collected from the blue lidded bin and glass from the black box. To achieve this the service will effectively communicate the changes in collection services and collection dates to residents, ensuring that they are aware of the changes and the importance of collecting high quality recycling. There will be renewed focus on working with community area boards, the corporate communications team, customer services and other key stakeholders to achieve this.

Overview and Scrutiny Engagement

24. At its meeting held on 3 September 2019 Environment Select Committee considered an update report on the draft Household Waste Management Strategy. The committee supported the report, subject to future reports including an update on progress made against the action plan in previous years. Appendix 2 now includes a review of the action plan for 2018-19 setting out progress against each of the actions identified. The committee also encouraged the Executive to work towards providing a food waste collection service for the county.

Safeguarding Implications

25. There are no safeguarding implications arising from this report.

Public Health Implications

26. There are no public health implications arising from this report.

Procurement Implications

27. There are no procurement implications arising from this report.

Equalities Impact of the Proposal

28. There is no equalities impact arising from this report.

Environmental and Climate Change Considerations

29. There are no specific environmental and climate change considerations arising from this report. The council's household waste management strategy continues to prioritise reducing the waste sent to landfill as landfill is widely recognised as being the least environmentally sustainable way of managing waste.

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

30. The strategy provides a framework within which decisions about the waste management service will be made. If the decision to adopt the strategy is not taken the council would still need to make decisions to enable it to comply with its statutory duties as a waste disposal authority and waste collection authority.

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

31. There are no risks arising from the decision to adopt the strategy.

Financial Implications

32. There are no financial implications arising from this report. Actions identified are subject to separate decisions and should be delivered in accordance with allocated budgets.

Legal Implications

33. The Council operates under a Budget and Policy Framework as set out in Part 3 of its constitution.
34. The effect of having a policy, strategy or plan approved by Council means that all aspects of the Council (i.e. Council committees, Cabinet, Cabinet committees, Cabinet members and officers) are obliged to abide by that policy, strategy or plan and if any part of the Council wished to deviate from that policy, strategy or plan they would have to have that deviation approved by a majority of full Council.

Workforce Implications

35. There are no workforce implications arising from this report.

Options Considered

36. a) Not to adopt a strategy for the management of household waste
b) To adopt a strategy for the management of household waste but not to refer it to full Council for approval

c) For Cabinet to approve the draft strategy and refer it to full Council for approval.

37. There is no statutory requirement to adopt a strategy. However, there are significant changes anticipated in the legislative framework which governs the delivery of waste management services which will result in the council having to make decisions about the services it delivers in order to remain compliant with statutory requirements. This could impact on the services delivered to all Wiltshire households. It is therefore appropriate that the strategy be approved by full Council to ensure that all aspects of the council abide by the strategy with any proposed deviations having to be approved by a majority of full Council.

Conclusions

38. The report sets out key considerations for reviewing the council's household waste management strategy, including government's response to the results of consultations carried out in 2019 and the publication by government of the Environment Bill. The report contains a draft Household Waste Management Strategy, including a performance report for 2018-19 and an action plan for 2019-20 for approval by Cabinet and referral to full Council for final approval and adoption.

Parvis Khansari (Director - Highways and Environment)

Report Author: Tracy Carter, Interim Waste Transition and Carbon Reduction
Lead Officer tracy.carter@wiltshire.gov.uk Tel: 01225 713258

October 2019

Appendices

Appendix 1: Draft Household Waste Management Strategy
Appendix 2: Draft Annual Performance Report 2018-19
Appendix 3: End Use Register 2017-18
Appendix 4: Draft Annual Action Plan 2019-20

Background Papers

None

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Wiltshire Council

Household Waste Management Strategy: Forward Thinking Towards Zero Avoidable Waste

2017-2027

Update 2019

Foreword

To follow

DRAFT

Executive Summary

To follow

DRAFT

Supporting Documents

Wiltshire Council's Household Waste Management Strategy 2017-2027 is made up of three individual documents.

1. The overarching strategy which presents the council's aims, goals and priorities for waste management services in Wiltshire for the ten year period 2017-27, updated to reflect the national legislative and policy framework for 2019.
2. An annual performance review which evaluates the council's performance against the priorities shown within the overarching strategy and the actions agreed for the previous year.
3. An annual action plan which documents the goals and priorities for the service to deliver for the coming year. This action plan will review the national and local context and clearly outline how the service will develop within the next year to meet the strategic aims and priorities documents within the overarching strategy.

The strategy will be updated and a performance review and an action plan will be produced annually and presented to the council's Environment Select Committee for consideration and comment.

Contents

1. Introduction
2. Setting the scene
 - 2.1 National policy and legislation
 - 2.2 Local drivers
- 3 Vision and priorities
- 4 Goals and outcomes

DRAFT

1. Introduction

Wiltshire is a thriving county with a strong community spirit. The council's vision set out in the business plan is to create strong communities in Wiltshire. This will be at the heart of the vision for the household waste management strategy. The waste strategy is an aspirational strategy which acknowledges the challenges faced by the council's waste management service whilst exploring new approaches and opportunities for managing Wiltshire's household waste over the next 10 years and beyond.

Our vision for Wiltshire's Household Waste Management Strategy 2017-2027 is working towards zero avoidable household waste in Wiltshire.

This vision cannot be achieved by action from the council alone. In line with the council's business plan, it is essential that we work collaboratively with national, regional and local groups as well as our communities. Avoidable in this context means when a reusable or recyclable alternative could have been used instead, the household waste could have been reused or recycled, or when it could have been composted or biodegraded in the open environment.

The waste and recycling which we collect derives from the choices that residents make at home. We will work with residents to encourage them to take responsibility for managing their waste. The council must support local people so they feel informed and empowered to tackle local environmental issues within their neighbourhoods. The strategy will focus on delivering the business plan goal to achieve high recycling rates and reduce litter.

The council has a statutory duty to collect and manage waste produced by those resident within the council's administrative area and we will continue to offer a wide range of waste and recycling services for residents to access. We need to work with partners and residents in Wiltshire to help people to reduce the waste they produce. Where it is not possible to prevent waste being created, we will work with residents to encourage them to reuse and repair as much waste as possible. Wherever possible waste should be separated for recycling if it cannot be reused or repaired and it has reached the end of its life. In line with the waste hierarchy, it is the council's view that energy should be recovered from waste should it not be recycled or reused. Landfilling of waste is the least environmentally preferred option and should be further reduced to a minimum in Wiltshire.

2. Setting the scene

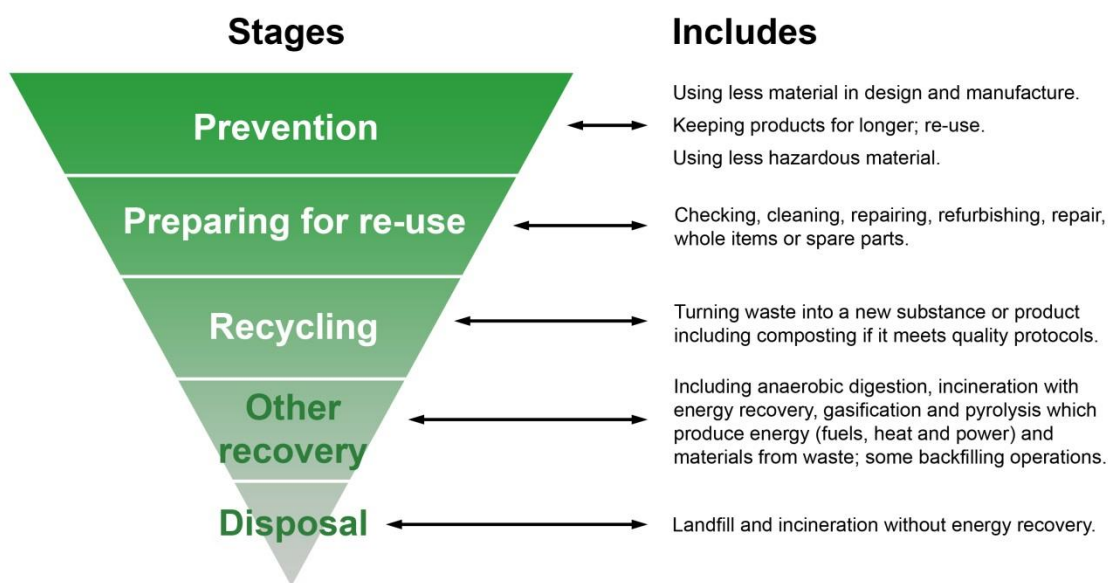
2.1 National policy and legislation

The EU Waste Framework Directive (revised 2008) obliges member states to manage waste in a way that does not have a negative impact on the environment or human health and to apply the waste hierarchy. In addition, the Waste Regulations (England and Wales) 2011, as amended in 2012, set out the requirement for local authorities to manage all waste in accordance with the principles of the waste hierarchy and identify measures for continuous improvement.

2.1.1 The waste hierarchy

The waste hierarchy ranks waste management options according to what is best for the environment. It gives top priority to preventing waste in the first place by refusing items which become waste or reducing the amount of waste we produce. When waste is created, the second priority is to prepare it for re-use, but if it has reached the end of its useful life the third priority is recycling. If waste cannot be managed in accordance with these priorities then energy should be recovered from it, and if all else fails it should be disposed of (i.e. to landfill). Departure from the hierarchy is permissible when the measures that would be required would not be reasonable in the circumstances or when departure will achieve the best overall environmental outcome in respect of that waste.

The Waste Hierarchy



2.1.2 Environmental Protection Act 1990

As determined by the Environmental Protection Act (1990), the responsibility for household waste management in England lies with local authorities.

Under the Environmental Protection Act (1990) unitary authorities have a statutory duty to collect household waste which includes the collection of recycling from their local authority area and are responsible for the safe disposal and treatment of household waste collected.

Section 45 of the EPA states that local authorities shall

- Arrange for the collection of household waste in its area except waste:
 - i. which is situated at a place which in the opinion of the authority is so isolated or inaccessible that the cost of collecting it would be unreasonably high, and
 - ii. as to which the authority is satisfied that adequate arrangements for its disposal have been or can reasonably be expected to be made by a person who controls the waste
- If requested by the occupier of premises in its area to collect any commercial waste from the premises, to arrange for the collection of the waste.
- No charge shall be made for the collection of household waste except in cases prescribed in regulations made by the Secretary of State; and in any of those cases the authority may recover a reasonable charge for the collection of the waste from the person who made the request.

Section 46 of the EPA states that where an authority has a duty to arrange for the collection of household waste, the authority may require the occupier to place the waste for collection in receptacles of a kind and number specified. The kind and number of the receptacles required shall be reasonable but this may include separate receptacles for waste which is to be recycled and waste which is not.

In reference to the receptacles, under section 46 of the act the authority may specify

- the size, construction and maintenance of the receptacles;
- the placing of the receptacles for the purpose of facilitating the emptying of them, and access to the receptacles for that purpose;
- the waste which may or may not be put into the receptacles and the precautions to be taken where particular substances or articles are put into them; and
- the steps to be taken by occupiers of premises to facilitate the collection of waste from the receptacles.

Section 51 of the EPA states that it is the duty of each waste disposal authority to arrange

- for the disposal of the controlled waste collected in its area by the waste collection authorities (in our case the unitary authority); and
- for places to be provided at which persons resident in its area may deposit their household waste.

In providing places for residents to deposit their household waste, the council must ensure that each place is situated either within the area of the authority or so as to be reasonably accessible to persons resident in its area, is available for the deposit of waste at all reasonable times and is available for the deposit of household waste free of charge by persons resident in the area.

2.1.3 High quality recycling

The EU Waste Framework Directive also recommends member states take measures to promote high quality recycling and, to this end, set up and maintain separate collections of at least the following materials from the household waste stream: paper, metal, plastic and glass to meet the necessary quality standards for the relevant recycling sectors, but only where doing so is technically, environmentally and economically practicable (“TEEP”). This requirement has been transposed into UK waste policy through the Waste Regulations (England and Wales) 2011 as amended in 2012.

2.1.4 25 Year Environment Plan

In January 2018 the Department for Environment, Food and Rural Affairs (Defra) published a 25 Year Environment Plan which sets out government action to help the natural world regain

and retain good health. This plan sets out a wide range of ambitious proposals in order to tackle growing issues associated with waste management.

There are over thirty action points highlighted within the plan, half of which specifically relate to tackling plastic waste. Three action points relate to tackling waste food, a further two relate to reducing the amount and impact of litter and there are seven action points on recycling in general.

2.1.5 Resource and Waste Strategy for England

In December 2018 Department for Environment, Food and Rural Affairs published *Our Waste, Our Resources: A Strategy for England*. The strategy sets out how government proposes to preserve material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. Resources should be kept in use for as long as possible and maximum value should be extracted from them. Products and materials should be re-used, regenerated, recycled and recovered to prolong their life.

Government also aims to minimise the damage caused to our natural environment by reducing and managing waste safely and carefully and by tackling waste crime. The strategy gives a longer-term policy direction in line with the 25 Year Environment Plan aiming to eliminate avoidable plastic waste over the lifetime of the 25 Year Environment Plan and eliminating avoidable waste of all kinds by 2050. Where existing legislation does not match government ambitions, new powers will be introduced to strengthen it.

2.1.6 Government Consultations

In February 2019 Department for Environment, Food and Rural Affairs published three consultations:

- Reforming the UK packaging producer responsibility system
- Consistency in household and business recycling collections in England
- Introducing a deposit return scheme in England, Wales and Northern Ireland.

At the same time HM Treasury published a consultation on the introduction of a plastic packaging tax.

The government responses to the results of the consultations were published in July 2019. Key points are set out in the paragraphs below.

Government intends to introduce an extended producer responsibility scheme for packaging in 2023. Department for Environment, Food and Rural Affairs has now taken primary powers in the Environment Bill to enable them to implement new extended producer responsibility (EPR) systems. They will bring forward detailed proposals on the specific nature of an EPR system for packaging and associated secondary legislation for consultation in 2020. This should lead to an increased demand for recyclable materials to be used in the production of new packaging.

In respect of consistency, government will work with local authorities and other stakeholders to develop more detailed regulations and guidance to implement consistency in recycling. Department for Environment, Food and Rural Affairs anticipate bringing forward more detailed proposals early in 2020 and implementing the necessary changes to achieve greater consistency in household and business recycling as soon as possible thereafter. The target year for measures to come into effect from is 2023. The key impacts for Wiltshire Council would be the proposal to mandate weekly collections of food waste and the consideration being given to the provision of fortnightly free of charge garden waste collections.

Government also intends to introduce a deposit return scheme in 2023. The expectation is that there will be a further consultation on the detail of the scheme in early 2020. The key impact for Wiltshire Council would be the loss of plastic bottles, steel and aluminium cans and glass bottles from the collection of dry recyclable materials.

For all areas of the plastic packaging tax design, government will continue to consider which approaches will best support the objectives of the tax, are most administratively feasible and do not have a disproportionate impact on business. HM Treasury will also continue to work closely with Defra to ensure that the plastic packaging tax complements the reforms to the packaging producer responsibility regulations and proposals for consistent collection of waste in England and a potential deposit return scheme for drinks containers. The government had proposed to set out the next steps at Budget 2019. HMRC will publish a technical consultation on the detail of the tax design at a later date, and publish draft legislation for consultation in 2020.

2.1.7 Environment Bill

The Environment Bill was introduced to Parliament on 15 October 2019. The bill establishes a regulatory body, the Office for Environmental Protection, to hold the government and public bodies to account and to set legally binding environmental improvement targets.

The bill aims to transform the way we manage our waste through providing powers to ensure that producers take responsibility for the waste they create, introducing a consistent approach to recycling, tackling waste crime, introducing bottle deposit return schemes and more effective litter enforcement. Powers to introduce new charges will minimise the use and impacts of single use plastics. It remains government's intention that measures come into effect in 2023.

The bill requires local authorities to collect the following recyclable household waste separately:

- a) Glass
- b) Metal
- c) Plastic
- d) Paper and card
- e) Food waste and
- f) Garden waste.

In addition, recyclable household waste which is food waste should be collected at least once a week. The explanatory notes to the bill state that the circumstances in which it is not technically or economically practicable to separate waste streams, or it would have no significant environmental benefit, will be set out in statutory guidance and subject to consultation.

Wiltshire Council will continue to engage with government on the further development and subsequent consultations on these proposals. Once there is certainty on the detail of implementation the council will review and amend its household waste management strategy and services to ensure compliance with new legislation.

2.1.8 Targets

The UK is currently working towards a target of 50% recycling by 2020, as required by the EU Waste Framework Directive. Wiltshire Council aims to achieve 50% recycling of household waste by 2020 in accordance with this target. The EU Landfill Directive has a target for the UK to by 2020 send to landfill no more than 35% of the biodegradable municipal waste landfilled in 1995. Wiltshire Council has developed a target of landfilling less than 25% of waste collected to enable us to achieve this target locally and so be within this national target. The EU commission have adopted a range of new targets for

consultation with member states including a common EU target for recycling 65% of municipal waste by 2030, a common EU target for recycling 75% of packaging waste by 2030 and a binding landfill target to reduce landfill to a maximum of 10% of municipal waste by 2030.

We do not yet know whether EU targets on recycling or the circular economy would be transposed into UK policy as they are unlikely to be adopted in advance of the UK leaving the EU. As an alternative to a traditional make, use and dispose linear economy, a circular economy is much more in line with the principles of the waste hierarchy and focuses on keeping resources in use for longer to extract maximum value from them whilst in use, then to recover and regenerate products and materials at the end of life.

2.1.9 UK's Exit from the EU

The core legislation which acts as the driver for sustainable waste management activities in England is derived from EU directives. These include The EU Waste Framework Directive, the EU Landfill Directive and the Waste Electrical and Electronic Equipment Directive. These directives have been transposed into UK law and informed UK waste policy which has been updated to reflect the requirements on member states within these directives. Should the UK decide not to adopt future EU targets into UK law, the UK must review waste policy and set objectives accordingly. Timescales are unknown for this work.

The government's Resources and Waste Strategy is a key element in the government's environmental policy following the publication of the 25 year Environment Plan and the Clean Growth strategy. The Environment Bill was introduced to Parliament on 15 October 2019 which confirmed government's commitment to introducing a series of measures following the public consultations carried out earlier in 2019.

The council's future annual performance reports and action plans will reflect any changes in legislation which the council needs to plan to comply with.

2.2 Local Policy Drivers

The council will endeavour to meet residents' expectations and requirements while aiming to achieve the goals set out in the council's business plan within the resources available. In addition we must work collaboratively with other council departments to meet a wider range of aims and objectives set out within the council's business plan. A key area will be making the most efficient and effective use of the council's digital platforms for communication with our residents.

The waste management strategy needs to reflect the wider priorities of the council including growing the economy, developing stronger communities and protecting the vulnerable.

Residents' expectations reflect their knowledge of new products, services and waste streams. In addition, overall demand on waste management services will increase as the population and housing stock grows. Over time, an ageing population may increase demand for assisted waste and recycling collection services and clinical waste collection services.

2.2.1 Financial Drivers

The council faces ongoing financial pressure. The substantial funding challenge will almost certainly continue into the near future and for the term of this strategy. The targets and actions agreed therefore must be affordable and reflect the need to make optimum use of the financial resources available.

In addition to the increasing service demand outlined above, future landfill tax rates beyond 2020 are not yet known. The landfill tax element of the costs of disposing of waste to landfill will increase until 2020 even if the tonnage of waste disposed of to landfill remains constant.

These demands reinforce the need for a strategy highlighting the waste management approach to dealing with these pressures, whilst ensuring we do not compromise performance against statutory targets and business plan goals.

2.2.2 Social and Environmental Drivers

Wiltshire Council's budget has been reduced and the number of households in Wiltshire has risen and will continue to rise. Projected future housing delivery is detailed in the council's Local Plan Core Strategy. This directly impacts on the amount of waste produced in Wiltshire and the demand on the council's waste services.

There is increasing media coverage of the impact of waste on the environment, which is reflected in resident's knowledge and awareness of the issues we are seeking to address. The social message regarding the importance of recycling is clearly informing residents' behaviour which shows in our current recycling performance and residents' attitudes and opinions expressed in response to the council's consultation carried out in 2017-18. We therefore have evidence that the majority of our residents would welcome a strategy for Wiltshire which would see all household waste managed in accordance with the hierarchy and diverted from landfill.

3. Vision and Priorities

3.1 Vision

Our vision for Wiltshire's Household Waste Management Strategy 2017-2027 is working towards zero avoidable household waste in Wiltshire.

We will work together to manage household waste in accordance with the waste hierarchy.

3.2 Priorities

To achieve our vision the council has identified a number of priorities based on the requirements of the waste hierarchy. Waste is a resource for us to utilise and we should aim to extract as much environmental and economic value from it as possible. Disposal to landfill should be our last resort as this is the least sustainable option for the vast majority of wastes.

Our first priority should be to prevent waste from being generated. Where we cannot prevent, we should repair and reuse, where reuse is not possible we should recycle and compost more. Any waste that cannot be reused, recycled or composted should be treated to recover any potential value, such as energy.

3.2.1 Priority 1 - Waste Prevention

The council will work with national, regional and local partners to provide advice and information to encourage residents to reduce the amount of household waste they create.

We recognise that the household waste that residents produce is to some extent generated by packaging producers and retailers. This opinion is shared by our residents and elected members who echoed this sentiment during workshops and when responding to our consultation. Many commented that they felt that they were unable to buy goods without packaging, or in fully recyclable packaging. However those residents who have participated in waste reduction activities such as 'Waste Free February', a project focussed on waste prevention, have demonstrated that it is often possible to reduce the amount of non-recyclable waste that they create.

The council will need to work with partners and community groups to help to inform people about the importance of managing their waste in accordance with the waste hierarchy and offering practical advice on how they do this.

There is public support for the council to work with town and parish councils through area boards to deliver local information, events or workshops. This demonstrates that our residents are keen for the council to focus on providing information to help them to move their waste further up the waste hierarchy.

In addition there was support from residents for the council to continue to work with schools and pre-schools to deliver workshops and assemblies with a focus on waste issues as residents and members all feel it is important to work with people from a very young age.

By working with area boards, town and parish councils and schools we hope to engage a wider cross section of Wiltshire residents. A significant proportion of avoidable household waste is food waste which residents could reduce. We will work with residents to identify ways of reducing this waste and will continue to subsidise the purchase of food waste composters. These food waste composters are capable of composting all food waste generated by residents at home, without the need for the council to incur the significant cost of collecting and managing this waste separately.

3.2.2 Priority 2 – Repair and Reuse

The council will work with local reuse organisations and contractors to increase the opportunity for items to be repaired and reused.

The council will continue to work with national partners and manufacturers to promote sustainable design so that items can be easily repaired rather than having to be replaced.

We will continue to work with local communities to host 'Repair Cafes' where residents learn from local volunteers how to repair a range of items, for example clothing, electrical items and bikes. We are aware that there is a proportion of clothing in the non-recyclable waste bins which could have been repaired or reused and so is avoidable household waste. Some items which are deposited at the council's household recycling centres or collected via the bulky household waste collection service may also have the potential to be repaired for reuse and we will work with our contractors to identify these opportunities.

Repair and reuse should be prioritised ahead of recycling or disposal. To do this we will need to work closely with contractors and partners to ensure that reuse is built into the council's services. In addition we have a role in working with our residents to ensure that reuse and repair are convenient options for them to choose.

3.2.3 Priority 3 - Recycling and Composting

The council will continue to ensure that cost effective and efficient recycling services are provided so that residents are able to recycle a range of materials as easily as possible. The council will continue to review the potential for expanding the range of items collected for recycling and composting where it is environmentally and economically practical to do so.

In July 2018 we increased the range of materials collected for recycling. This included the introduction of kerbside collections of plastic pots, tubs and trays, food cartons and drink cartons. We anticipated that this would increase our household waste recycling rate but have to recognise that these are lightweight materials so the impact may not be significant.

The council currently offers a chargeable kerbside collection service for garden waste. This is not a statutory requirement but Wiltshire has a high participation rate and it is a service valued by residents. The amount of garden waste composted makes a significant contribution to the council's household waste recycling performance.

Reprocessors of recyclable materials require high quality recycling to be delivered in order that they can produce high quality recycled material. We will encourage residents to purchase recycled items where possible to generate a sustainable market for these materials. We will work with residents to ensure that they only put materials which can be recycled out for recycling collections. We will work with government to encourage requirements for minimum quantities of recycled materials in the manufacture of new products and packaging.

The council will continue to work with national partners to promote design so that items and packaging can be easily recycled.

The council collects a wider range of recyclable materials, including garden waste, at its household recycling centres. The council will work with residents to encourage them to separate as many recyclable materials as possible when visiting the sites.

3.2.4 Priority 4 – Energy from Waste

Recovering energy from waste which cannot be reused or recycled remains strategically important for the council. The council will manage non-recycled household waste as a resource by delivering this to energy from waste facilities, rather than sending this waste to landfill. The council will continue to review the feasibility of constructing small scale energy from waste plants within Wiltshire.

3.2.5 Priority 5 – Litter and Fly Tipping

Two of the most visible forms of avoidable waste are litter and fly tipped wastes. In its Business Plan the council recognises that to continue sustainable growth in our communities we need clean, safe and attractive environments.

There were over 2,800 incidents of fly tipping on land for which the council is responsible in 2018-19 and the council responded with over 3,300 enforcement actions ranging from initial investigation to prosecution of offenders. We will continue to use all the tools available to us to tackle this criminal activity.

We will continue to respond to reports of litter. This activity cost the council in excess of £2.5m in 2018-19 – money spent on clearing entirely avoidable waste which could have been better invested in delivering the council's priorities. We will support community initiatives such as litter picks and work with the council's Communications team to build on the success of the Clean up Wiltshire campaign.

4. Goals and Outcomes

An action plan will be developed each year setting out goals and outcomes for the council to work towards in order to deliver the priorities within the overarching strategy.

The action plan will guide the implementation of the priorities set out in this strategy and will be subject to annual monitoring and review. The action plan will provide the council with an opportunity to review changes in national and local drivers as well as other changes in circumstances that may become apparent throughout the strategy period.

The annual performance report will enable the council to review what has been achieved against the priorities based on completion of the targets set out in the action plan for the previous year.

The action plan for the coming year will be developed based on the financial and staffing resource available to the council within the coming year in order to ensure that the goals and outcomes are achievable given the resources available. This will provide the council with the opportunity to review its priorities, goals and outcomes in line with changing drivers.

This strategy outlines the priorities that the council will work to achieve in order to deliver the vision of working towards zero avoidable household waste in Wiltshire by managing household waste in accordance with the waste hierarchy, reducing litter and taking a zero tolerance approach to the criminal act of fly tipping.

Waste Management Strategy 2017-2027

Annual Performance Review 2018-19 Including an update on Performance Against Annual Action Plan 2018-2019

Contents

1. Introduction
2. Waste prevention performance
3. Reuse and repair performance
4. Recycling performance
 - 4.1 Kerbside collection services
 - 4.2 Household recycling centres
5. Energy from waste performance
6. Less waste to landfill
7. Litter
8. Fly-tipping

Performance against annual action plan 2018-19

1. Introduction

This annual performance review sits within Wiltshire Council's Household Waste Management Strategy 2017-2027.

This document provides a summary of waste management performance against the priorities set within the waste management strategy during the period of April 2018 to March 2019.

Reviewing waste management performance against the priorities within the strategy is an essential step in the development of the annual action plan, which sets out goals and outcomes for the next year of service delivery in the context of changing local and national circumstances and the resources available.

This document aims to explain the key waste management performance statistics and trends during the period, whilst offering some commentary on how the council's actions may have affected residents' behaviours and performance of the council.

The document will consider each of the priority areas in turn.

2. Waste prevention performance

Reducing the total amount of waste produced by residents in Wiltshire is a performance measure that is regularly monitored.

Overall the total amount of household waste produced in Wiltshire has been declining since a peak in 2014/15. The total amount produced is impacted by a large number of local and national influences, including how much disposable income people have to spend, shifts in consumer behaviour, product design and changes in the use packaging.

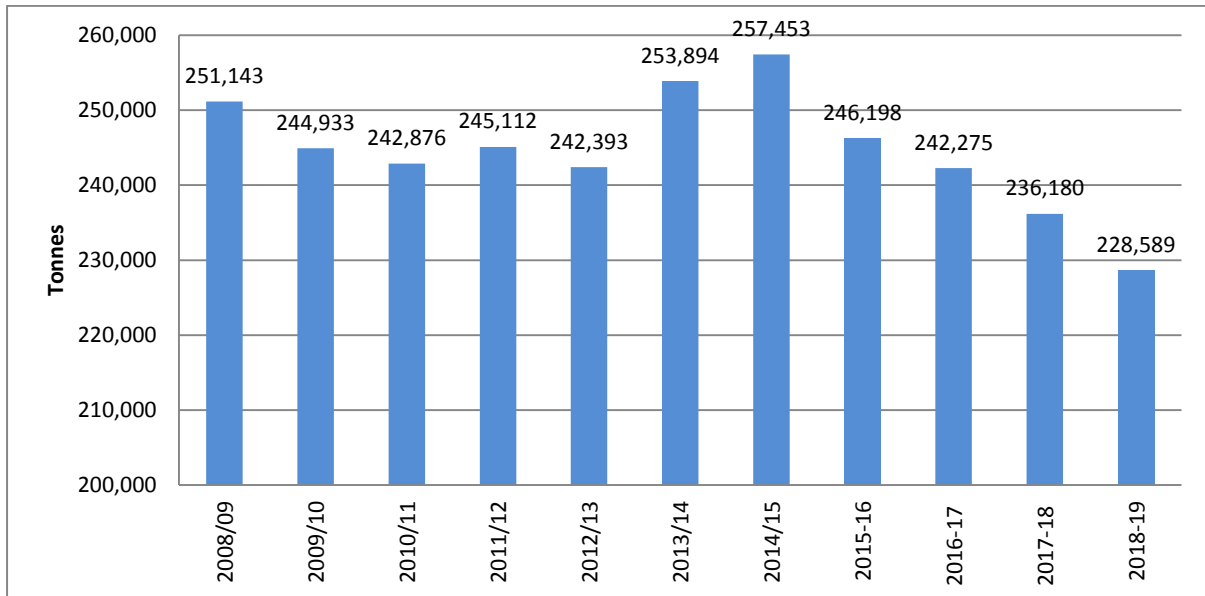


Figure 1: Total local authority collected waste in Wiltshire, 2008-2019.

Recent trends have shown a general reduction in the amount of non-recycled waste produced per household (after recycling), although a slight increase last year:

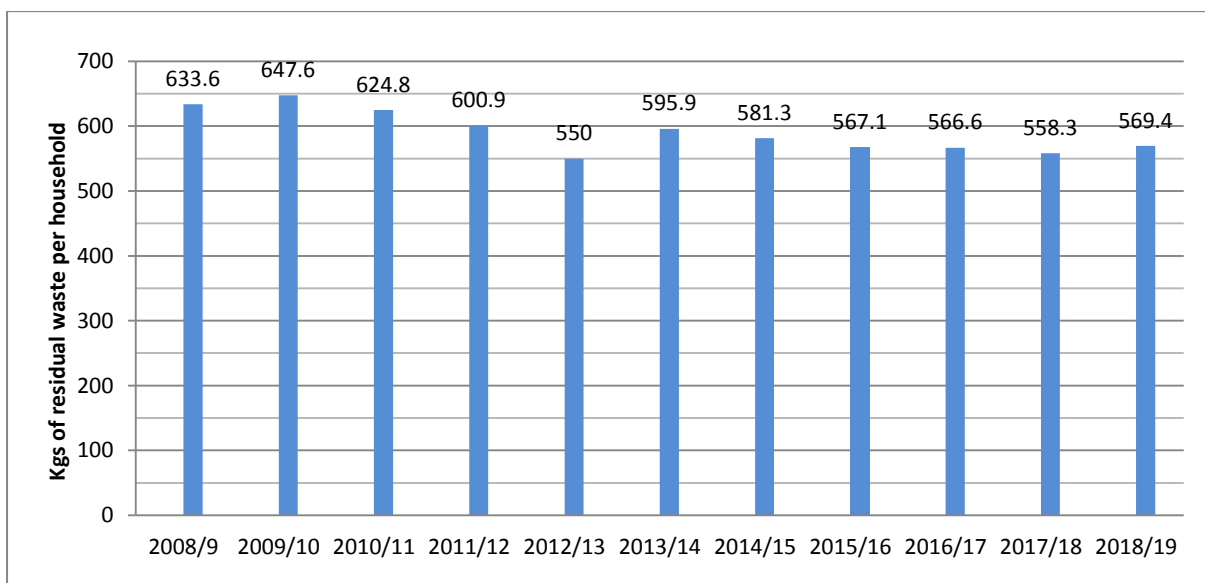


Figure 2: Residual household waste (after recycling) - kgs per household, 2008-2019

The following changes had been introduced by the council and its partners in order to reduce the waste created in Wiltshire.

- Providing wheeled bins for non-recyclable waste and enforcing a no side-waste policy, which encourages residents to make full use of the kerbside recycling services and manage their waste better.
- Providing larger bins only in extenuating circumstances, such as:
 - a large number of residents (six or more);
 - a family of five including one or more in nappies; or
 - a medical need which creates large volumes of unrecyclable waste.
- Limiting the amount of non-recyclable waste which residents who are unable to store a bin on their property may put out for collection in bags.
- Working in partnership with the Wiltshire Wildlife Trust to provide waste prevention, reuse and recycling information to Wiltshire residents (with 2018-19 being the final year of the agreement).
- Introducing van and trailer permits at household recycling centres to help limit businesses illegally disposing of their commercial waste at the sites.
- Subsidising the price for food waste composters for residents who wish to compost their food and garden waste at home.
- Introducing a charge for the collection of garden waste which, for some residents, would encourage composting at home.

3. Repair and Reuse Performance

The amount of household waste repaired or reused in Wiltshire is difficult to measure as much of this activity happens within communities and the voluntary and charity sector, without the direct involvement of the council.

Repair and reuse performance is therefore not currently measured and reported.

The council will be working with its contractors and partners to implement a system whereby reuse activities in Wiltshire can be successfully measured and reported.

Initiatives that the council delivered in 2018-19 included the following.

- Final year of working in partnership with the Wiltshire Wildlife Trust. The trust work with local communities and residents to promote the repair and reuse of items rather than disposing of them. This includes working with communities to run 'give and take' events, repair workshops, reuse shops, as well as the promotion of reuse networks within the community.
- Encouraging residents to prioritise reuse of large items rather than requesting a large item collection from the council via information on the council's website and customer services scripting.
- Promoting reuse organisations in Wiltshire through the council's website.

4. Recycling Performance

The total amount of household waste which is sent for recycling and composting in Wiltshire has decreased recently following a peak of 46.42% in 2014/15.

Recycling is collected from kerbside collection services and household recycling centres.

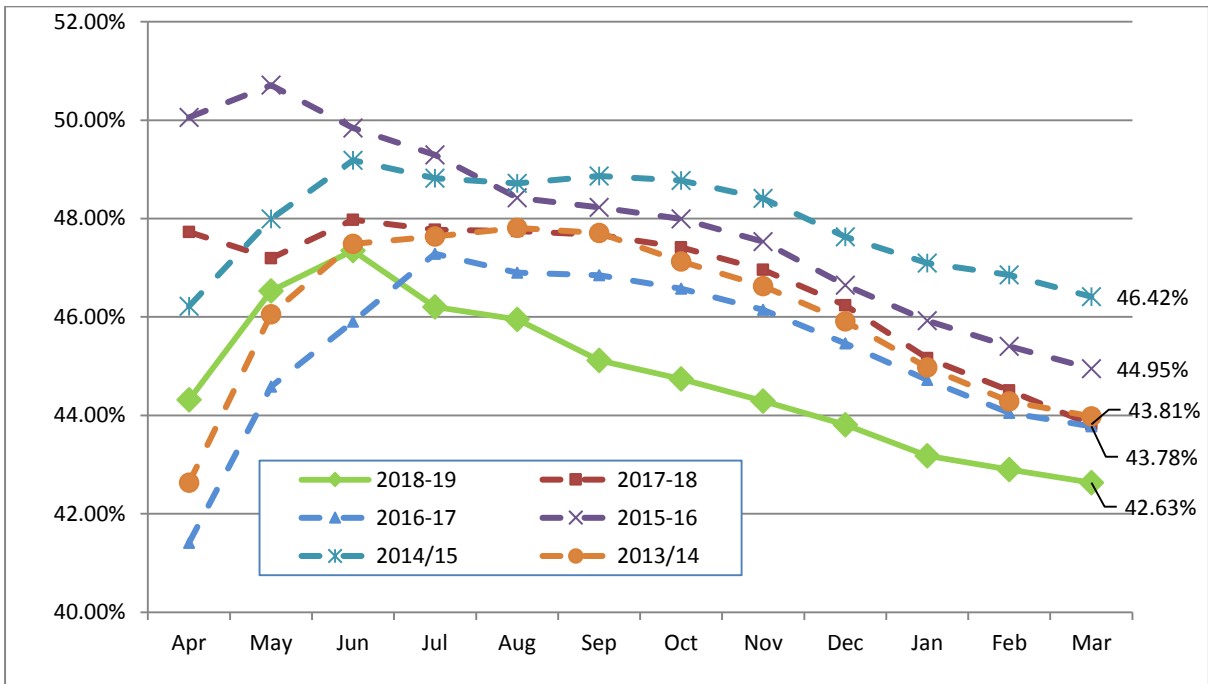


Figure 3. Recycling and composting as percentage of household waste, 2013-2019

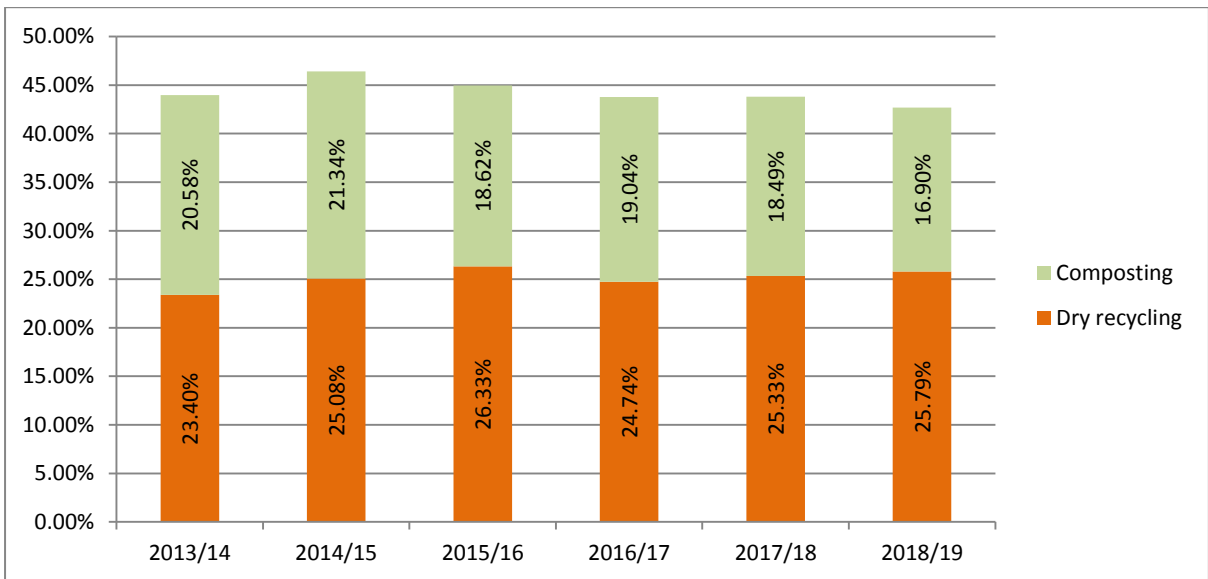


Figure 4: Recycling and composting as percentage of household waste, 2013-2019

4.1 Kerbside Recycling Collections

The council collects paper, glass, cans, aerosols, foil, textiles, plastic bottles, pots, tubs and trays, cardboard, food and drink cartons and garden waste from the kerbside.

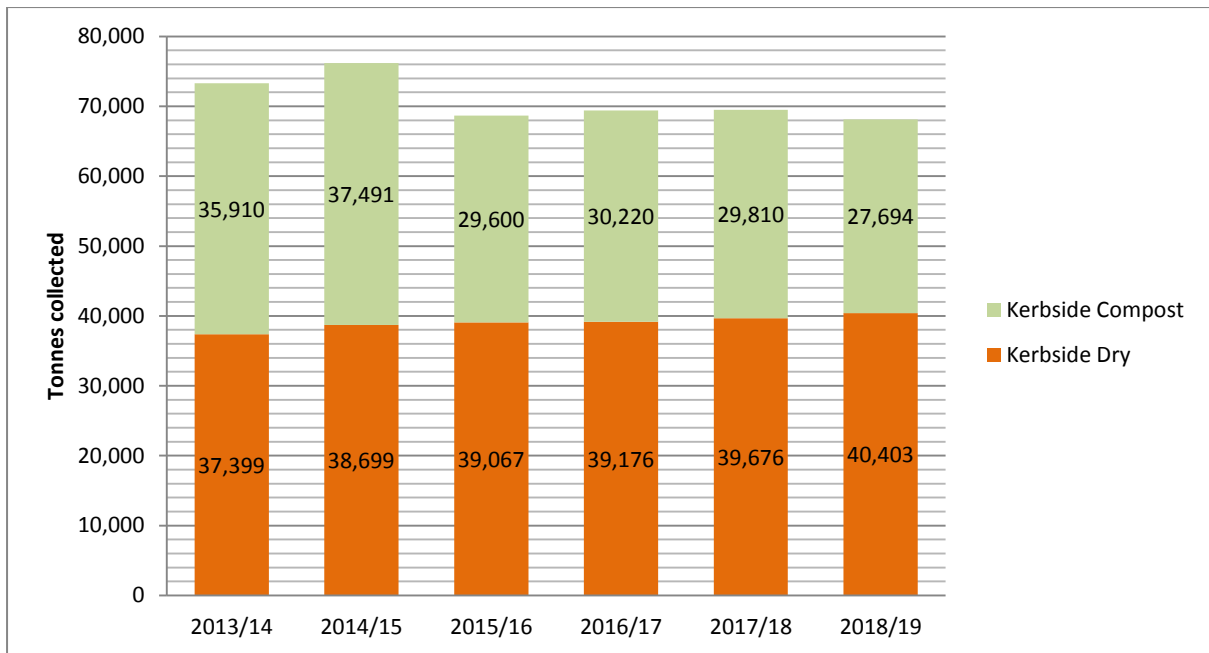


Figure 5: Tonnes of kerbside recycling, 2013-2019

The amount of recycling and garden waste collected at the kerbside has decreased since a peak in 2014/15. The reduction in garden waste between 2014-15 and 2015-16 can be explained by the introduction of chargeable kerbside collections of garden waste. Fewer people are now using this service compared to when the service was free of charge and therefore less garden waste is being collected.

There has been a small but steady increase in the tonnes of dry recycling collected each year despite manufacturers using less materials in packaging in a drive to reduce the weight of items. For example, some glass bottles are being replaced with plastic bottles, while some cans and plastic bottles are made using less material and so weigh less. There continue to be changes in consumer buying habits and generally people buy less newspapers and magazines than in previous years. This may have been compensated for by an increase in online shopping and the additional packaging used to protect items in transit.

Waste composition research undertaken in Wiltshire in 2012 shows that 35% of material in residents' non-recyclable waste bins could have been recycled using the council's kerbside collection services.

	Average % of material in residual waste which could have been recycled at the kerbside
Paper and card	15.68%
Plastic bottles	8.48%
Textiles	5.50%
Glass	3.83%
Tins and cans	2.99%
Total:	36.46%

Figure 6: Percentage of recyclable waste found in non-recyclable waste bins.

4.2 Household Recycling Centres

Wiltshire Council has a statutory duty (under section 51 of the Environmental Protection Act 1990) to provide places where persons resident in its area may deposit their household waste, free of charge. The council currently operates a network of 10 sites, located across the county where residents are able to dispose of their general waste as well as recycle many other items.

The number of visitors to the sites and the amount of each waste stream collected is monitored and reported. The number of residents visiting the site varies depending on the site capacity, layout and the density of the population surrounding the site.

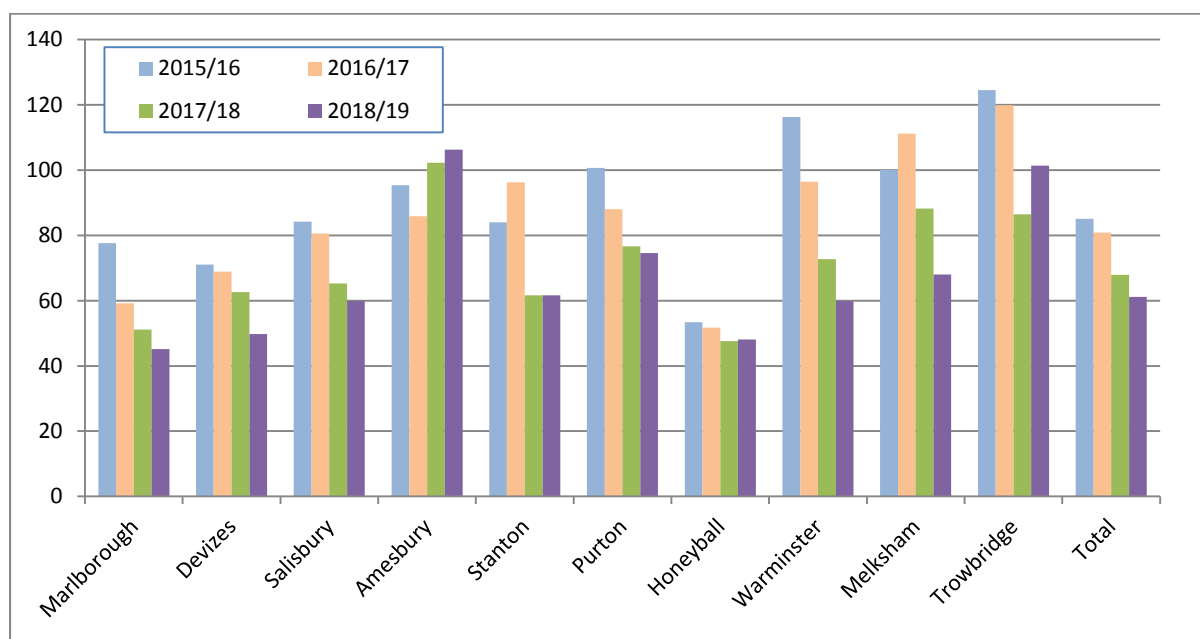


Figure 7. HRC visitors per hour by site, per annum (July 2015 – June 2019).

Visitor numbers to the recycling centres have decreased in recent times. This may be due to:

- The reduction of opening hours and days which came into place in 2015-16;
- The introduction of a van and trailer permit system at household recycling centres to help limit traders illegally bringing commercial waste to the sites;
- Asking visitors who are suspected of bringing commercial waste to the sites to complete a disclaimer form in order to limit the illegal use of the sites
- Checking visitors' proof of address to ensure those using the sites are Wiltshire residents.

Whilst it is important to monitor the number of visitors to the site, from a waste management point of view it is more important to understand how visitors manage their waste while on site. The service aims to increase the amount of waste which is brought to the site being diverted from landfill.

HRC	July 2018 - June 2019		
	Total waste (tonnes)	Total waste diverted from landfill (tonnes)	Landfill Diversion rate
Trowbridge	8,046	6,645	83%
Marlborough	3,450	2,885	84%
Melksham	5,930	4,902	83%
Warminster	6,046	4,976	82%
Stanton	7,066	5,732	81%
Purton*	2,888	2,247	78%
Devizes	4,164	3,396	82%
Salisbury	6,682	5,487	82%
Lower Compton, Calne*	2,880	2,081	72%
Amesbury	4,905	3,937	80%
TOTAL	52,057	42,289	81%

Figure 8. Waste taken to household recycling centres which is diverted from landfill. (Note: * Tonnes of soil and rubble which are used as landfill cover are excluded from these figures to produce a realistic comparison between sites.)

5. Energy from waste performance

Much of the non-recyclable household waste collected on behalf of Wiltshire Council is sent to plants which use the waste to generate energy and divert waste from landfill.

The council has a 25 year contract to send 60,000 tonnes of non-recyclable waste to Northacre Resource Recovery Centre in Westbury, Wiltshire. At this plant the waste is dried and shredded to create a fuel. The contract year runs from November to November and 2018/19 is year 6 of the contract.

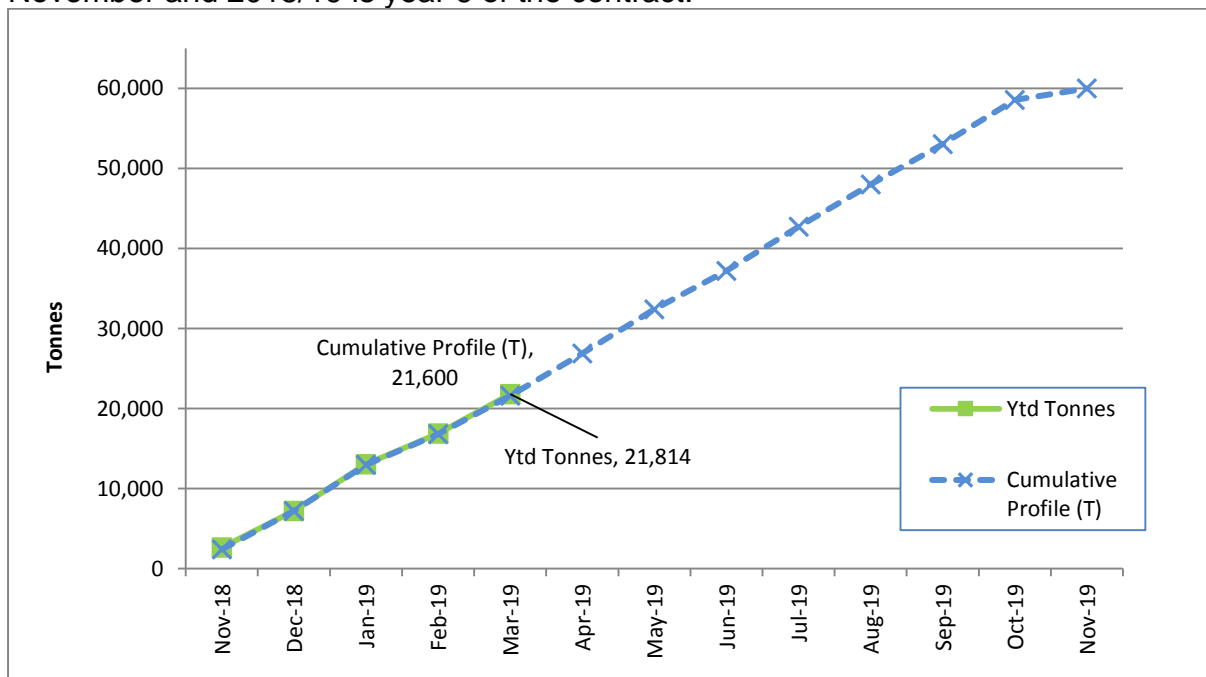


Figure 9: Tonnes of waste sent to Northacre Resource Recovery Centre, 2018/19.

The council also has a 25 year contract to send 50,000 tonnes of non-recyclable waste to Lakeside Energy from Waste Plant, Slough. At this plant the waste is incinerated to generate power. 2018/19 is year 10 of the 25 year contract.

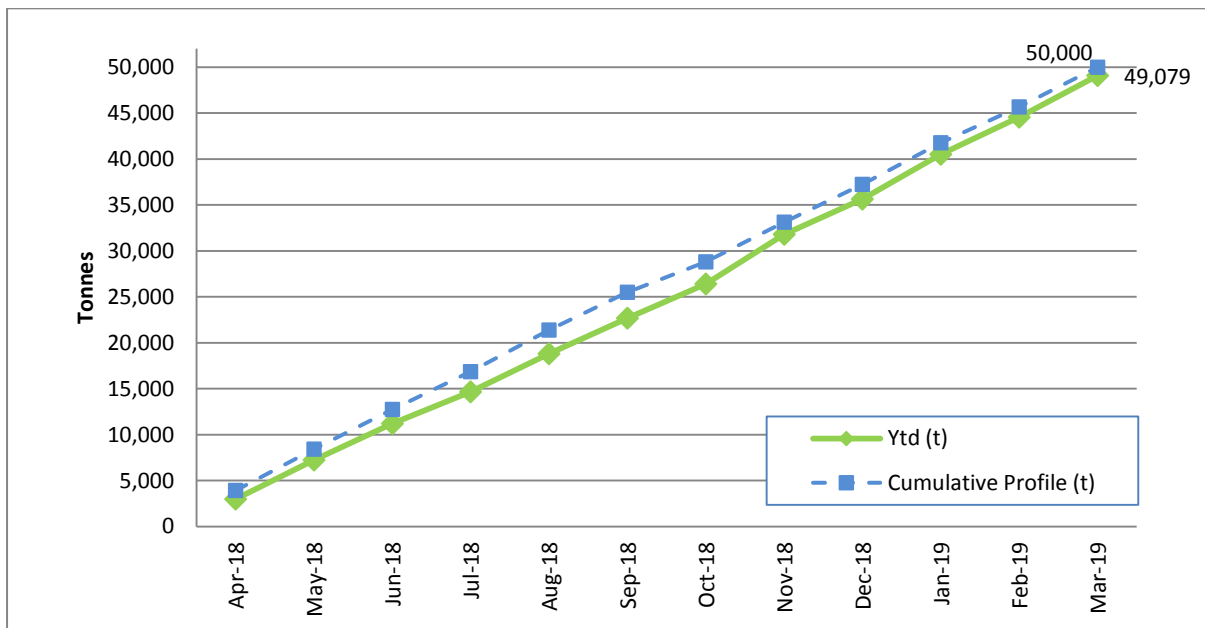


Figure 10: Tonnes of waste sent to Lakeside Energy from Waste Plant, 2018/19.

6. Less waste to landfill

A strategic aim for the council is to reduce the waste sent to landfill as this is widely recognised as being the least environmentally sustainable way of managing waste. All the waste services and contracts the council has in place are designed to ensure that the amount of waste sent to landfill is reduced.

Through improvements to waste prevention information and recycling services and diverting a significant proportion of non-recyclable household waste to energy from waste plants, the council now sends less than 16% of Wiltshire Council's collected waste to landfill each year. This is a significant reduction compared to previous years.

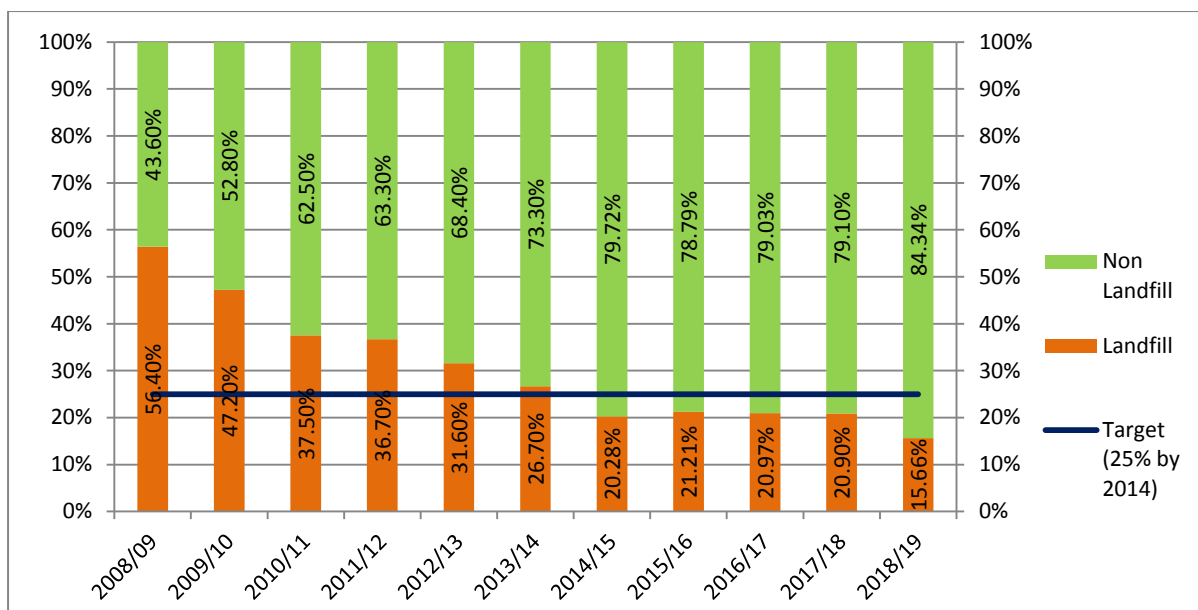


Figure 11: Percentage of waste sent to landfill in Wiltshire, 2008-2019.

7. Litter

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded by members of the public. Detritus comprises dust, mud, soil, grit, gravel, stones, rotted leaf and vegetable residues, fragments of twigs and leaf and blossom falls.

Over the four year period from 2014-15 to 2018-19 there was a significant improvement in the percentage of Wiltshire roads which were predominantly free of litter and detritus.

The reduction in standard of roads predominantly free of litter in 2017/18 was due to more litter being deposited. The council increased spending on this to address the issue in 2018/19.

The reduction in standard of roads predominantly free of detritus in 2014-15 and 2015-16 was due to the reduction in the number of sweepers. We now have six sweepers (five Ringway road sweepers and one Idverde pavement sweeper) compared to a total of 21 sweepers in 2013/14. We amended the schedules for sweeping to focus on rural roads and away from residential areas again in 2018/19, to address the problem with detritus.

Annual Indicators	14/15	15/16	16/17	17/18	18/19
% Wiltshire roads predominantly free of litter	68%	75%	86%	81%	86%
% Wiltshire roads predominantly free of detritus	60%	59%	87%	69%	80%

8. Fly-tipping

Over the last year reports of fly-tipping have fallen in contrast to the trend in previous years. Figure 12 below compares the cumulative fly tip report totals between April 2015 and July 2019. When we compare total reports year on year for the period April

to July we received 988 reports in 2018/19 compared to 893 in 2019/20, this represents a 10% fall in reports. Of the 893 reports received, 217 (24%) have been on private land or were not the responsibility of Wiltshire Council. 2018/19 saw overall reports fall 11% when compared to 2017/18.

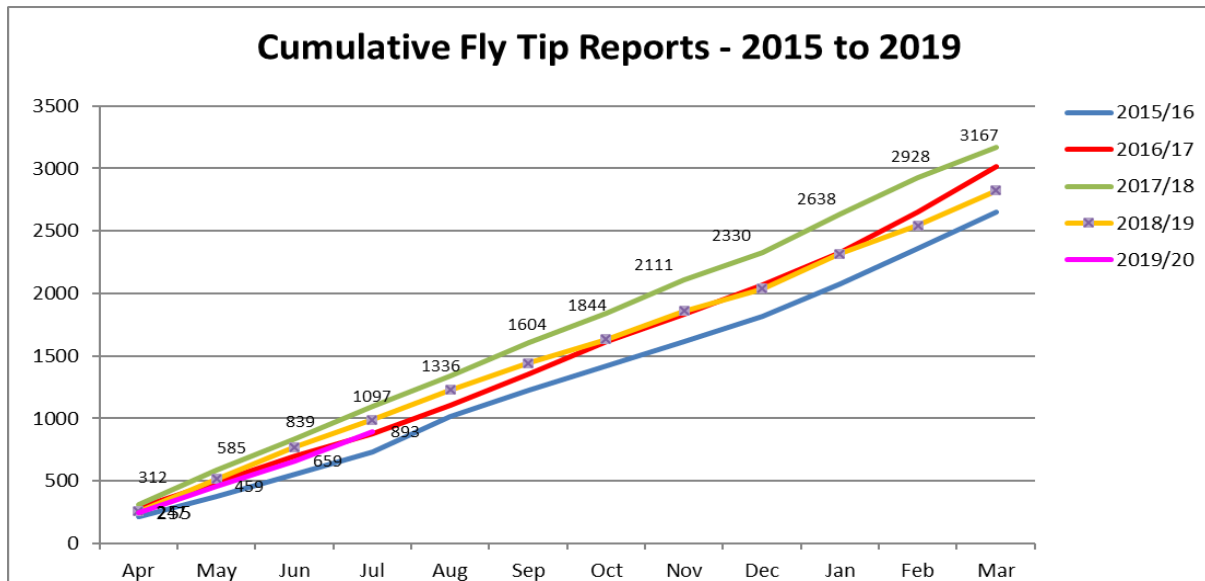


Figure 12: Number of fly-tipping incidents reported, 2015-2019.

Report levels for a county the size of Wiltshire remain relatively low with on average six reports per thousand residents in 2017/18. This is based on the latest data set released by Defra. Figure 13 below details the comparisons made between reports in Wiltshire Council's administrative area and those in other local authority areas that are close geographically, based on data submitted to Defra for the 2017/18 return.

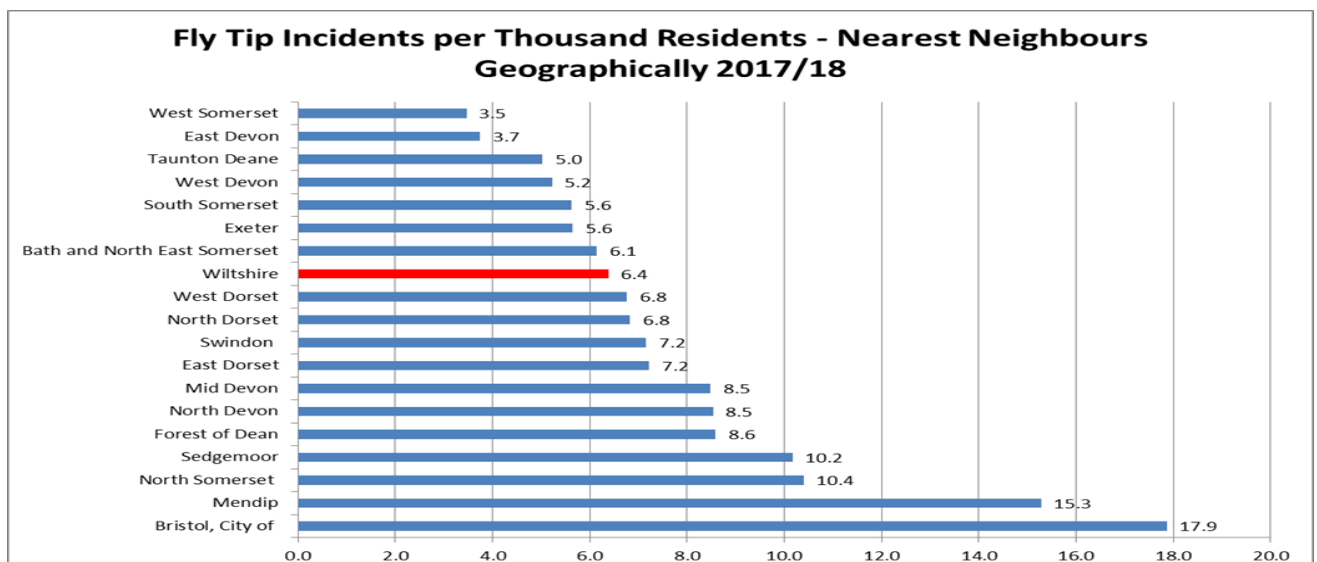


Fig 13.

Wiltshire Council

DRAFT

**Household Waste Management Strategy: Forward Thinking
Towards Zero Avoidable Waste**

2017 – 2027

Performance Against Annual Action Plan 2018-2019

1. Introduction

This annual action plan documented priorities and activities for the waste service team for 2018-19. This action plan outlined how the service would develop during 2018-19 to meet the strategic aims and priorities documents within the overarching strategy. This performance report sets out progress made against each of the actions.

2. Vision and priorities

Our vision for Wiltshire's Household Waste Management Strategy 2017-2027 is working towards zero avoidable household waste in Wiltshire.

We will work together to manage household waste in accordance with the waste hierarchy.

Priority 1 - Waste Prevention

The council will work with national, regional and local partners to provide advice and information to encourage residents to reduce the amount of household waste they create.

Priority 2 – Repair and Reuse

The council will work with local reuse organisations and contractors to increase the opportunity for items to be repaired and reused. The council will continue to work with national partners and manufacturers to promote sustainable design so that items can be easily repaired rather than having to be replaced.

Priority 3 - Recycling and Composting

The council will continue to ensure that cost effective and efficient recycling services are provided so that residents are able to recycle a range of materials as easily as possible. The council will continue to review the potential for expanding the range of items collected for recycling and composting where it is environmentally and economically practical to do so.

Priority 4 – Energy from Waste

Recovering energy from waste which cannot be reused or recycled remains strategically important for the council as it prevents this waste from going to landfill. The council will continue to review the feasibility of constructing small scale energy from waste plants within Wiltshire.

Priority 5 – Litter and Flytipping

The council will continue to respond to incidents of fly tipping on land for which the council is responsible with enforcement actions ranging from initial investigation to prosecution of offenders. We will continue to use all the tools available to us to tackle this criminal activity. We will continue to respond to reports of litter. This activity cost the council in excess of £2.5m in 2018-19 – money which could have been better invested in delivering the council's priorities spent on clearing entirely avoidable waste.

3. Actions and updates

Priority 1 – Waste Prevention		
	Action details	Resources required
Action A	<p>Introduce a residents-only scheme (proof of address) at Wiltshire Council's household recycling centres to make the sites better available to those residents within the Wiltshire council area.</p> <p>Update A residents' proof of address scheme was implemented at all household recycling centres in April 2018.</p>	Waste management team Communications team Waste contractors
Action B	<p>To coincide with the new kerbside recycling collection service we will increase recycling and reduce waste collected and sent to landfill. This will include standardising the size of residual waste bins across the county.</p> <p>Update From 30 July 2018 kerbside recycling services were extended to include the collection of plastic pots, tubs and trays and food and drinks cartons with the existing plastic bottles and cardboard collections in the blue-lidded bin. The implementation of new kerbside recycling services has been delayed and should coincide with the completion of a new materials recovery facility at Sands Farm, Calne.</p>	Waste management team Communications team Waste contractors

<p>Action C</p>	<p>Introduce charges for non-household waste deposited at household recycling centres.</p> <p>Update This continues to be reviewed in the context of national waste management policy on charging for materials collected at household recycling centres. Charging would require a parallel ICT development project to enable payment, which would add pressure to the existing waste services ICT development programme. Further work is required to assess how other councils have implemented similar schemes and the results that these have achieved.</p>	<p>Waste management team Communications team ICT team Waste contractors</p>
<p>Action D</p>	<p>Work with the Wiltshire Wildlife Trust to deliver a wide-ranging and effective communications plan. This will include promoting and encouraging area boards and elected members to deliver ongoing, joined up waste prevention campaigns with those residents and organisations within community areas, including schools.</p> <p>Update In 2018-19 the decision was made that in 2019-20 the annual payment to Wiltshire Wildlife Trust (WWT) from the waste service would cease as part of budget saving measures. The service will continue to work with the WWT where possible on waste and environmental matters, but this will be achieved without direct funding of posts within WWT. An exit report is being produced by WWT to set out what has been achieved.</p>	<p>Waste management team Wiltshire wildlife trust Councillors and area boards</p>
<p>Action E</p>	<p>Along with the Wiltshire Wildlife Trust provide advice, guidance and training to community and environmental groups and schools in Wiltshire to encourage community led activities.</p> <p>Update See Action D above.</p>	<p>Waste management team Wiltshire Wildlife Trust</p>

<p>Action F</p>	<p>Actively engage with governmental organisations in the development of waste management policy changes, including contributing to consultations and attending national and regional forums. This will include the latest government initiatives to reduce the amount of plastic waste produced.</p> <p>Update The waste service submitted responses to the national Resources and Waste Strategy consultations in May 2019. These consultations included:</p> <ul style="list-style-type: none"> • making businesses and manufacturers pay the full cost of recycling or disposing of their packaging waste; • introducing a consistent set of recyclable materials collected from all households and businesses, and consistent labelling on packaging so consumers know what they can recycle including separate weekly food waste collections for every household in England and which could include free garden waste collections for households with gardens; • introducing a deposit return scheme for cans and bottles; • introducing a world-leading tax on plastic packaging. <p>Publication of the Environment Bill suggests that the government intends to implement proposals, but this is subject to further consultation on the detail.</p> <p>Implementation of service changes in Wiltshire will be dependent on the detail of the legislation and whether Government funding is made available to deliver the changes or to fund changes to existing contracts that are due to run until 2026.</p>	<p>Waste management team</p>
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<p>Action G</p>	<p>Continue to subsidise and promote the use of food waste composters as an effective method of managing food waste in Wiltshire. Work with the provider of the composters to ensure that they are promoted throughout the county.</p> <p>Update: Since March 2015 over 2,500 food waste composters have been sold to Wiltshire residents. Sales figures show an increase in sales each April, coinciding with the garden growing season and reminders to residents about the council's chargeable garden waste collection service.</p> <p>Although funding of Wiltshire Wildlife Trust by the waste service which provided staff resources to support this project has ended, capital funding for composters is in place for 2019/20 and will be sought for future years to continue some level of financial subsidy for residents buying these units.</p>	<p>Waste management team Wiltshire Wildlife Trust Great Green Systems</p>
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Priority 2 – Repair and Reuse		
	Action details	Resources required
<p>Action A</p>	<p>Work with contractors and local voluntary, community and social enterprise (VCSE) organisations to introduce a scheme whereby reusable items which are taken to Wiltshire Council's household recycling centres can be separated for reuse rather than recycling or disposal.</p> <p>Update Both providers of the household recycling centres (HRCs) services are required to have VCSE reuse projects. The results from a recent HRC customer satisfaction survey undertaken over a four week period across all ten sites showed that residents wanted to see an increase in the</p>	<p>Waste management team Communications team VCSE organisations Waste contractors</p>

	<p>opportunities for items taken to the HRCs to be made available for reuse. Both HRC providers have been tasked with drawing up plans to focus on this aspect of the service to improve the reuse opportunities and increase the levels of customer satisfaction, which will be re-assessed each year.</p>	
Action B	<p>Work with the council's waste collection contractor to investigate the potential of separating waste collected from the bulky household waste collection service for reuse rather than recycling or landfill.</p> <p>Update This action will be progressed with contractors once the full tendered solution for the bulky household waste collection service is implemented in 2020.</p>	<p>Waste management team VCSE organisations Waste contractors</p>
Action C	<p>Work with the Wiltshire Wildlife Trust to promote and encourage area boards and councillors to deliver ongoing, joined up repair and reuse campaigns with those resident within community areas.</p> <p>Update The annual payment to Wiltshire Wildlife Trust (WWT) from the waste service ceased as part of budget saving measures. As part of the restructure of the waste services team, officers have each been allocated specific community area boards and will work directly with them to provide support and information about existing and new services, including re-use. The waste and recycling toolkits developed by the WWT will be used and shared with communities to continue to support local repair and reuse campaigns.</p>	<p>Waste management team Wiltshire wildlife trust Councillors and area boards</p>

Action D	<p>Along with the Wiltshire Wildlife Trust, work with communities to host a network of repair cafés and workshops to encourage residents to repair items.</p> <p>Update See update on Action C above.</p>	<p>Waste management team Wiltshire Wildlife Trust Councillors and area boards VCSE organisations</p>
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Priority 3 – Recycling and Composting		
	Action details	Resources required
Action A	<p>Introduce changes to the kerbside collection of recycling, including introduction of a comingled collection services with the addition of a recycling service for plastic pots, tubs and trays, food cartons and drink cartons.</p> <p>Update From 30 July 2018 kerbside recycling services were extended to include the collection of plastic pots, tubs and trays and food and drinks cartons with the existing plastic bottles and cardboard collections in the blue-lidded bin. The implementation of new kerbside recycling services has been delayed and should coincide with the completion of a new materials recycling facility (MRF) at Sands Farm, Calne, which is designed to sort the co-mingled recycling. A project to enable residents to request a larger bin for mixed recycling is also underway.</p>	<p>Waste management team Waste contractors Customer services team</p>
Action B	<p>Manage the introduction of a contract to build and commission a new materials recovery facility to separate the collected comingled recyclable materials, ensuring that the quality of materials sent to reprocessors is maximised.</p>	<p>Waste management team Waste contractors</p>

	<p>Update A new materials recovery facility is currently under construction at Sands Farm, Calne and scheduled to be commissioned and ready for use early in 2020.</p>	
Action C	<p>Review and make efficiencies in waste collection rounds following the introduction of new collection services.</p> <p>Update Modelling of new recycling collection rounds is underway to support new kerbside recycling collections. The new collection rounds will collect all dry recyclables on one vehicle, in the majority of cases, instead of the current two vehicle system and the aged fleet of black box recycling vehicles will be disposed of.</p>	<p>Waste management team Waste contractors</p>
Action D	<p>Effectively communicate the changes in collection services and collection dates to residents, ensuring that they are aware of the changes and the importance of collecting high quality recycling.</p> <p>Update: A communications programme to publicise the introduction of plastic pots, tubs and trays and drink and food cartons was delivered in advance of the service change from 30 July 2018. A new communications programme has been designed in support of the implementation of new kerbside recycling services and any associated collection day changes and will include:</p> <ul style="list-style-type: none"> • Leaflets and bin hangers; • Information banners at household recycling centres and at council buildings; • Presentations to community area boards, town and parish councils and other groups; • Attendance at public roadshow events; 	<p>Waste management team Waste contractors Customer services team Communications team</p>

	<ul style="list-style-type: none"> • Advertising in local press; • Digital advertising in libraries and council offices; • Social media updates. <p>A project to enable residents to request a larger bin for mixed recycling is also underway.</p>	
Action E	<p>Transfer the commercial waste service to the private sector by April 2018.</p> <p>Update Action completed in April 2018. In 2017/18 236,200 tonnes of waste were collected by the council. This included 10,100 tonnes of commercial waste. In 2018/19 total waste collected by the council reduced to 228,600 tonnes, reflecting the shift of commercial waste to the private sector. It is possible that some of the commercial waste previously collected by the council from small businesses is being collected within the remaining household waste.</p>	<p>Waste management team Waste contractors Finance team</p>
Action F	<p>Renegotiate waste management disposal contracts regarding the disposal of commercial waste following the reduction of this service.</p> <p>Update The council and contractor continue to work together to supplement the council's landfill diversion contracts (Lakeside energy from waste plant and Westbury mechanical biological treatment plant) with the commercial and industrial waste that is collected by the council's waste and recycling collection contractor.</p>	<p>Waste management team Finance team Legal team</p>
Action G	<p>Arrange for the renewal of existing garden waste service subscriptions from 1 April 2018 for the next years' service, increasing the price to £48 per bin per year.</p>	<p>Waste management team Customer services team Finance team ICT team</p>

	<p>Update: Action completed. In 2018/19 81,931 customers registered and paid for the chargeable garden waste collection service, The number of customers has remained relatively constant since the chargeable service was introduced in 2016 at approximately 82,000 per year. Chargeable garden waste sign ups in 2019/20 are on track to reach similar numbers again, generating a forecast income of nearly £4,000,000.</p> <p>The waste service is working with ICT to improve the online subscription and payment systems for 2020/21.</p>	
Action H	<p>Investigate the potential to charge for delivery for replacement waste bins</p> <p>Update This project remains under review. As with the proposed action to implement charging for certain materials at household recycling centres, this action would require additional ICT project support in developing systems to implement this, including development for on line payments.</p>	<p>Waste management team Customer services team Finance team ICT team</p>
Action I	<p>Manage the contracts which provide household recycling centres to ensure that the contractors are maximising the amount of waste which is being diverted from landfill. Ensure that all sites offered by the council are operated efficiently and in line with the council's specification.</p> <p>Update On average over 76% of the waste taken to the council's network of ten household recycling centres was diverted from landfill in 2018/19. Proposals to provide a container at the sites to separately collect 'black bag' waste for diversion from landfill have been received and the cost benefits are to be assessed.</p>	<p>Waste management team Waste contractors</p>

<p>Action J</p>	<p>Continue to provide accessible and appropriate collection services to vulnerable residents within the community and those residents who have difficulties in accessing the council's waste and recycling services.</p> <p>Update Over 30,000 assisted waste and recycling collections are completed each month from residents who are not able to present their bins at the kerbside and have requested this service. Latest collection data shows that over 99.6% of these are being successfully completed, which is exceeding the required level of contract performance. The council also provides a clinical waste collection service for those residents who produce medical waste at home and request this. At the network of household recycling centres where residents may experience difficulty accessing waste and recycling containers via steps, a recent customer satisfaction survey undertaken across the network of ten sites resulted in a high level of overall satisfaction with the sites and services provided, with the highest level of satisfaction reported for the helpfulness of site staff and their engagement with customers.</p>	<p>Waste management team Waste contractors</p>
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Priority 4 – Energy from Waste		
	Action details	Resources required
<p>Action A</p>	<p>Manage the council's landfill diversion (energy from waste) contracts to ensure that the contracts and facilities are performing efficiently.</p> <p>Update: In 2018/19 the gate fees for the council's two landfill diversion contracts, Lakeside energy from waste plant and Westbury mechanical biological treatment (MBT) plant, both demonstrated a cost saving when compared with the gate fee for landfill under the previous waste management contract. Until all the financial models for the full tendered</p>	<p>Waste management team Waste contractors</p>

	<p>waste and recycling services are finalised a direct comparison of the latest gate fees is not available, but will be included in the next update of the Action Plan.</p> <p>Work to improve the efficiency of Westbury MBT plant has been completed, with the biofilter at the facility replaced in 2018. This has produced an increase in moisture loss within the facility and positively impacts on the overall contract costs. UK based facilities for accepting some of the fuel produced at the MBT are also being explored to reduce the costs and risks associated with exporting fuel to other European countries.</p>	
<p>Action B</p>	<p>Work with the council's waste contractors to review the wastes which are currently sent to landfill for their suitability for diversion including sending to energy from waste to further reduce the waste sent to landfill.</p> <p>Update: The providers of the household recycling centre services have submitted proposals to the council for separately collecting 'black bag' residual waste (of a similar nature to residual waste collected at the kerbside) at the recycling centres and providing this waste for disposal via one of the council's two landfill diversion contracts (Lakeside energy from waste plant and Westbury mechanical biological treatment plant). Currently this waste is co-mingled with bulky residual waste that would not be suitable for either of the landfill diversion contracts. The cost benefit of these proposals is to be assessed.</p>	<p>Waste management team Waste contractors</p>

Priority 5 – Litter and Flytipping		
	Action details	Resources required
Action A	<p>Litter We will continue to work with local communities and partners to support the schemes to reduce litter.</p> <p>Update</p> <ul style="list-style-type: none"> • Great British Spring Clean - completed • Clean Up Wilts - completed • Best Kept Villages – ongoing project • Britain in Bloom and other national campaigns – ongoing project. <p>Live updates on litter collections and community clean ups can be found on the council's website at: http://www.wiltshire.gov.uk/highways-streetscene-enhanced-services</p>	<p>Local highways and streetscene team Waste management team Communications team Community partners</p>
Action B	<p>Litter The council will provide litter picking equipment, hoops, vests and graffiti removal kits to community volunteers to help collect waste within their local area. We will support these communities by collecting the waste from local litter picks throughout the year.</p> <p>Update Support provided for community self-help schemes using trained town and parish council staff and volunteers to undertake the following activities:</p> <ul style="list-style-type: none"> • Litter collection and litter bin emptying • Pavement sweeping • Grass cutting • Sign cleaning 	<p>Local highways and streetscene team Communications team Community partners</p>

	<ul style="list-style-type: none"> • Wildflower meadow implementation • Fingerpost cleaning, painting and repair • Tree pruning and branch removal • Shrub and hedge cutting and pruning • Siding out of footways, or paths (removing encroaching grass and weeds) • Weed killing and weed removal • Developing verge reserves. <p>29 community events were completed in March and April 2019 under this scheme.</p>	
<p>Action C</p>	<p>Flytipping The council will continue to promote use of the My Wiltshire system as a user friendly application to enable reporting of fly-tipping incidents by members of the public. This also doubles as our management system which allows us to monitor fly-tipping reports across various categories (identifying hotspots and areas for enhanced enforcement activity).</p> <p>Update In 2018/19 2,822 reports of fly-tipping were received by the council. This represents a decrease of 11% on the previous year when 3,167 reports were received. Reports received to date in 2019/20 show a continued reduction in fly-tipping reports of a further 7%. Reports for all Wiltshire community areas in 2018/19 show that all 18 community areas recorded levels of fly-tipping below the national average of 15 reports per thousand residents annually or 1.25 per month.</p> <p>The size of reported fly tips within Wiltshire suggests that most of are a commercial nature e.g. man with a van who clears waste for cash, as the most common size of fly tip is small van which make up 38% of 2018/19 reports.</p>	<p>Local highways and streetscene team Enforcement team ICT team</p>

<p>Action D</p>	<p>Flytipping Focus on informing residents and businesses on the lawful management of their waste and work to minimise transfer of waste to unlicensed collectors. Widely publicise formal actions (fixed penalty notices and prosecutions) to further enhance the deterrent effect of this illegal activity.</p> <p>Update Campaigns have been undertaken with the Communications team, such as 'We're Targeting Fly-tippers'. Work to further enhance and develop the effective use of social media has been undertaken to advise residents and businesses about unlawful waste operations and to deter online advertising of these operations.</p>	<p>Enforcement team Communications team Community partners</p>
<p>Action E</p>	<p>Flytipping Maintain and continue the proactive approach to apprehending fly-tippers by utilising covert camera systems at known hotspots in line with relevant regulations and legislation.</p> <p>Update Ongoing</p>	<p>Enforcement team Local policing teams</p>
<p>Action F</p>	<p>Flytipping Further develop joint working with partner agencies to reduce fly-tipping involving intelligence sharing (Rural Crime Policing and Joint Intelligence Committee). This will involve investigating and developing an intelligence sharing system across internal enforcement departments and external partner agencies. Increase cross-border working with other local authorities and share best practice to tackle fly-tipping</p> <p>Update The council has been contributing to cross-agency training opportunities to increase the partnership approach to eradicating environmental crime.</p>	<p>Enforcement team Partner agencies Surrounding local authorities</p>

Action G	Flytipping Increase stop and search operations with partner agencies both nationally and at a local level. Such operations aim to apprehend illegal waste transportation and increase further deterrents to offenders. Update Ongoing	Enforcement team Partner agencies Surrounding local authorities
Action H	Flytipping Continued work with the council's contractor to remove fly-tipping in a timely manner which will ensure that waste does not attract further tipping. Update Ongoing	Local highways and streetscene team Community partners Enforcement team

Waste Management Strategy 2017-2027

End Use Register 2018-19

<http://www.wiltshire.gov.uk/what-happens-to-recycling>

Wiltshire End Use Register 2018-19

Document last edited - 31.10.2019

Publication Version 1

Recycling and Re-use

Material	Re-processor	Quarter 1 Tonnage	Quarter 2 Tonnage	Quarter 3 Tonnage	Quarter 4 Tonnage	End of Year Total	Exported Abroad	If 'Yes' Country	End use
Recycling									
Paper	UPM Shotton, Deeside, Flintshire	2,826	2,221	2,287	2,403	9,737	No	-	Recycled into paper for newsprint
	Casopak Recycling, Leicester	173	181	164	173	691	Yes	EU	Sorted and baled, and supplied to papermills in UK (20%) and Europe (80%), for use in newsprint.
	Peute Recycling, Dordecht, Netherlands	3,095	806	418	49	4,368	Yes	Netherlands	Mixed Carboard processed into packaging material, used in packaging industry
	Smurfit Kappa, Salford, Birmingham	73	611	1,108	1,646	3,438	No	-	Mixed Carboard processed into packaging material, used in packaging industry
	DS Smith, Kent	-	443	564	761	1,768	No	-	Mixed Carboard processed into packaging material, used in packaging industry
Cardboard	Clearpoint Recycling Ltd/ Sortiva Papier en Kunststoffen BV, Netherlands	-	411	389	193	993	Yes	Netherlands	Mixed Carboard processed into packaging material, used in packaging industry
	Cyclelink UK, Basildon, Essex	-	-	-	832	832	Yes	Germany	Mixed Carboard processed into packaging material, used in packaging industry
	Kemsley Paper Mill, Sittingbourne, Kent	65	106	55	87	312	No	-	Mixed Carboard processed into packaging material and lightweight paper, used in packaging industry.
	Nine Dragons Paper Industries (Taicang) Co Ltd, Jiangsu, China	295	272	310	308	1,184	Yes	China	Mixed Carboard sorted and baled, then sent for processing into packaging material, used in packaging industry in China.
Glass (collected mixed and then sent separately; Green, Clear and Brown)	URM (UK) Limited (Berrymans), South Kirkby, West Yorkshire	2,775	3,170	3,134	3,125	12,204	No	-	Reprocessed into new bottles and jars
Cans (steel)	Tata Steel, Port Talbot, South Wales	372	417	410	406	1,605	No	-	Used in new steel products
Cans (aluminium)	Novelis UK, Latchford Locks Works, Warrington	93	104	102	92	391	No	-	Used to produce new cans
Plastics (bottles)	J&A Young, Loughborough	124	309	183	312	929	No	-	Optical sorted, segregated and baled by polymer type and colour. This sorted material is then granulated, washed and pelletized.
	Viridor, Medway, Kent	52	-	74	440	566	No	-	Sorted and baled. Then sent to three UK sites to be graded, washed and granulated.
	Lovell Recycling Ltd, Telford, Shropshire	412	534	808	257	2,010	Yes	Global	Sorted, baled and exported for recycling
	Biffa Waste Services Ltd, Biff Polymers, Redcar	-	-	-	48	48	No	-	Sorted into polymers, washed and granulated. HDPE is used to produce rHDPE at Biffa Polymers. PET is sent to Cleantech, Lincolnshire, to produce rPET.
Mixed Plastics	Regenthill Ltd, Andover, Hampshire	65	52	-	-	116	Yes	Hong Kong	Sorted, graded and shredded. 95% then exported to Hong Kong
	European Polymers, Nottingham	320	-	-	-	320	Yes	Global	Sorted, baled and exported for recycling
	Van Werven UK Ltd, Selby, North Yorkshire	-	298	212	278	788	No	-	Sorted, washed, mechanically ground and subjected to float-sink methods and infrared sorting techniques, before they are ultimately turned into almost 100%-pure secondary raw materials.
Metals (scrap metal from Household recycling centres, including cans from 9 council owned household recycling centres)	Williams Metal Recycling, Pewsey, Wiltshire	48	66	59	66	240	No	-	Separated into metal types and recycled
	J. W Ransomes & Son, Trowbridge, Wiltshire	93	54	45	46	238	No	-	Separated into metal types and recycled
	Grist Environmental Ltd, Devizes, Wiltshire	872	757	558	642	2,829	No	-	Separated into metal types and sent to multiple site sites in the UK to be melted and recycled
Car Batteries	H. J. Enthoven Ltd, Derbyshire	43	28	24	38	133	No	-	Lead is recycled and used in the lead industry. Metal and plastic recycled.
Mineral Oil	Slicker Recycling, Stourpourt on Severn, Worcestershire	18	23	15	13	69	No	-	Processed to create a reusable fuel, for energy from waste
Tyres	B & G Tyre Rubber Recycling/Wiltshire Plastics UK Ltd, Westbury, Wiltshire	48	-	-	-	48	No	-	Shredded and used to make equestrian surfaces
	Tyre Renewals, Castle Cary, Somerset	-	5	3	5	13	No	-	Shredded and used to make equestrian surfaces
	Credential Environmental Ltd, West Midlands	6	43	32	43	124	No	-	Shredded and used to make tyre derived products, used for civil engineering applications
WEEE (A) - Large Household Appliances	Computer Salvage Specialists Ltd, Newbury, Berkshire	256	252	175	213	896	No	-	Separated into components for recycling
WEEE (C) - TVs/PC monitors		97	98	78	110	383	No	-	
WEEE (E) - Small Domestic Appliances		383	394	290	368	1,435	No	-	
WEEE (B) - Fridges/Freezers	European Metal Recycling, Warrington	49	51	42	40	182	No	-	Degassed and broken up into separate components for recycling
	Sims Group UK, Avonmouth, Bristol	117	117	106	117	457	No	-	Degassed and broken up into separate components for recycling
WEEE (D) - Gas Discharge Lamps	Wiser Recycling Ltd, St. Ives, Cambridgeshire	2	3	1	0	6	No	-	Separated into components for recycling
	Balkan Engineering Ltd, Horncastle, Lincolnshire	6	4	2	4	14	No	-	Separated into components for recycling
Food and drink cartons	Sonoco Recycling, Halifax, West Yorkshire	1	1	57	1	59	No	-	Separated into components; 75% of tetra is fibre which is used to produce coreboard and sold into manufacturing industry, 21% is PE and 4% Alu which is sent to EFW at Envirofuel in Burnley.
Plasterboard	Mid-UK Recycling Ltd, Market Deeping, Lincolnshire	54	23	-	-	76	No	-	Recycled into other gypsum products
	Plasterboard Recycling Solutions, Thruxton, Hampshire	-	10	38	32	80	No	-	Recycled into other gypsum products
	New West Gypsum UK Ltd, Bristol	236	207	172	211	827	No	-	Recycled into other gypsum products
Household Batteries	Ecosurety, Aztec West, Almondsbury, Bristol	-	5	4	-	9	Yes	EU	Exported to Europe for recycling
	Mercury Recycling Limited, Trafford Park, Manchester	6	5	13	6	30	Yes	EU	Exported to Europe for recycling
Cooking Oil	Living Fuels, Freedom Farm, Thetford, Norfolk	-	2	5	-	7	No	-	Processed into bioliquid, which is used to generate electricity
Paint	Chemtech Waste Management Ltd, Brownhills, West Midlands	6	7	4	5	21	No	-	Treated or recovered dependant on waste type
	FCC Recycling (UK) Limited, Blackburn Meadows Waste Management Centre, Sheffield	53	40	31	44	168	No	-	Treated or recovered dependant on waste type
Composting									
Garden Waste	Hills Waste Solutions Ltd, Parkgate Farm, Purton, Wiltshire	11,685	7,693	5,817	3,958	29,152	No	-	Composted to PAS100 standard
	Hill Rodney, Newbourne Farm Composting, Rockbourne, Hampshire	2,520	1,740	1,922	1,318	7,500	No	-	Composted to PAS100 standard
Reuse									
Gas Bottles	Synergy Recycling, Canterbury	23	25	20	14	82	No	-	Reuse - sent to Brookside, Calor Gas or Handygas etc
Bicycles	Julian House, Trowbridge, Wiltshire	0	0	0	0	0	No	-	Reuse
Mixed Reuse Items	Andover Auctions	9	9	12	12	42	No	-	Mostly sold at auction as Reuse
Ink Cartridges	Easy Recycling, Poulton-Le-Fylde, Lancashire	-	0	0	0	0	No	-	Reuse
Spectacles	Charity	0	-	-	-	0	No	-	Reuse
Textiles	Devizes Textiles, Devizes, Wiltshire	203	207	183	11	604	Yes	Europe and Africa	Sorted and graded in Wiltshire and exported to Eastern Europe and Africa
	JMP Wilcox & Co Ltd, Bilton, West Midlands	-	-	-	207	207	Yes	Europe and Africa	Sorted and graded, with 90% exported to Eastern Europe and Africa
WEEE (E) - Mobile Phones	Sh P Limited, White Lund Industrial Est, Morecambe, Lancashire	1	0	0	0	1	No	-	Reuse
Rubble/ Soil	Grist Environmental Ltd, Devizes, Wiltshire	4,080	3,289	1,999	2,099	11,467	No	-	Reuse / land restoration

Landfill Diversion and Energy Recovery

Material	Re-processor	Quarter 1 Tonnage	Quarter 2 Tonnage	Quarter 3 Tonnage	Quarter 4 Tonnage	End of Year Total	Exported Abroad	If 'Yes' Country	End use
Energy Recovery									
Residual Waste	Lakeside Energy From Waste Limited, Slough, Berkshire	10,205	10,474	11,963	12,455	45,097	No	-	Sent to Lakeside for energy from waste recovery
	Hills Waste Solutions Ltd, Wiltshire	433	357	-	-	790	Yes	Germany	Sent to Energy from waste site in Germany for energy recovery
Timber/Chipboard/MDF	Hills Waste Solutions Ltd, Wiltshire	-	-	310	331	641	No	-	Sent to three Energy from waste sites in the UK (Veolia Ltd, Bristol / Shotton Paper Mill, Deeside / AW Jenkinson (Woodwaste) Ltd, Cumbria) for energy recovery
	Crappier & Sons Landfill Ltd, Royal Wootton Bassett, Wiltshire	2,395	2,194	1,620	1,907	8,116	No	-	Sent onto multiple energy from waste sites, all within the UK for energy recovery

Landfill and other treatments

Material	Re-processor	Quarter 1 Tonnage	Quarter 2 Tonnage	Quarter 3 Tonnage	Quarter 4 Tonnage	End of Year Total	Exported Abroad	If 'Yes' Country	End use
Landfill									
Landfill (Hazardous)	Hills Waste Solutions Ltd, Purton Landfill Site, Purton, Wiltshire	431	356	210	195	1,192	No	-	The majority of this tonnage is soil and rubble used for landfill cover at hazardous landfill. With a small tonnage of Asbestos included.
Landfill (Non Hazardous)	Hills Waste Solutions Ltd, Lower Compton Landfill Site, Calne, Wiltshire	5,196	4,288	3,963	4,164	17,611	No	-	Not inc Street sweepings or MBT residual
Mechanical Biological Treatment									
Residual waste	Northacre Resource Recovery Centre, Hills Waste Solutions, Westbury, Wiltshire	6,617	5,423	4,766	5,762	22,569	Yes	Germany and the Netherlands	Tonnage diverted = amount of REFUSE DERIVED FUEL produced and exported to Germany and The Netherlands
		6	6	24	22	57	No	-	Tonnage recycled = metals recovered from the MBT process. Sent for recycling at E J Shanley & Sons, Wiltshire
		5,419	3,731	3,688	4,151	16,989	No	-	Tonnage disposed = Reject material, landfilled tonnage. Sent to Hills Waste Solutions Ltd, Lower Compton Landfill, Wiltshire
		2,242	3,402	2,883	1,811	10,339	No	-	Tonnage diverted = moisture loss
Treatment, Reclamation and Composting									
Street Sweepings	Hills Waste Solutions, Lower Compton. (then onto Eco Sustainable Solutions, Dorset)	60	49	58	47	215	No	-	Tonnage diverted = dewatering/moisture loss
		814	920	1,084	889	3,708	No	-	Tonnage reused = amount of aggregates recovered.
		217	245	289	237	989	No	-	Tonnage composted= Compost like output or CLO.
		11	12	14	12	49	No	-	Tonnage disposed = Reject material, landfilled tonnage
Incineration without Energy Recovery									
Clinical (LA collected)	Grundon Waste Management Ltd, Slough	2	1	2	2	8	No	-	Incineration without recovery
		5	2	8	6	21	No	-	Autoclave- treated and end product reused

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DRAFT
**Household Waste Management Strategy: Forward Thinking
Towards Zero Avoidable Waste**

2017 – 2027

Annual Action Plan 2019-20

1. Introduction

This annual action plan documents priorities and activities for the waste service team for the current year. This action plan outlines how the service will develop over the year to meet the strategic aims and priorities within the overarching strategy.

In addition to this action plan, an annual performance review has been developed to report performance against the strategic priorities over the past year.

2. Vision and priorities

Our vision for Wiltshire's Household Waste Management Strategy 2017-2027 is working towards zero avoidable household waste in Wiltshire.

We will work together to manage household waste in accordance with the waste hierarchy.

Priority 1 - Waste Prevention

The council will work with national, regional and local partners to provide advice and information to encourage residents to reduce the amount of household waste they create.

Priority 2 – Repair and Reuse

The council will work with local reuse organisations and contractors to increase the opportunity for items to be repaired and reused. The council will continue to work with national partners and manufacturers to promote sustainable design so that items can be easily repaired rather than having to be replaced.

Priority 3 - Recycling and Composting

The council will continue to ensure that cost effective and efficient recycling services are provided so that residents are able to recycle a range of materials as easily as possible. The council will continue to review the potential for expanding the range of items collected for recycling and composting where it is environmentally and economically practical to do so.

Priority 4 – Energy from Waste

Recovering energy from waste which cannot be reused or recycled remains strategically important for the council as it prevents this waste from going to landfill. The council will continue to review the feasibility of constructing small scale energy from waste plants within Wiltshire.

Priority 5 – Litter and Fly-tipping

The council will continue to respond to incidents of fly tipping on land for which the council is responsible with enforcement actions ranging from initial investigation to prosecution of offenders. We will continue to use all the tools available to us to tackle this criminal activity. We will continue to respond to reports of litter. This activity cost the council in excess of £2.5m in 2018-19 – money which could have been better invested in delivering the council’s priorities spent on clearing entirely avoidable waste.

3. Actions

Priority 1 – Waste Prevention		
	Action details	Resources required
Action A	Monitor the implementation of a residents only scheme (proof of address) at Wiltshire Council’s household recycling centres to make the sites better available to those residents within the Wiltshire council area, and avoid the management of waste from outside the county and the associated costs.	Waste management team Communications team Waste contractors
Action B	To coincide with the introduction of the new kerbside recycling collection service we will increase recycling and reduce waste collected and sent to landfill.	Waste management team Communications team Waste contractors
Action C	Work with the council’s ICT team to develop an online payment system to enable the council to introduce charges for non-household waste deposited at household recycling centres.	Waste management team Communications team ICT team Waste contractors

Action D	Work with community area boards to deliver a wide-ranging and effective communications plan. This will include promoting and encouraging area boards and elected members to deliver ongoing, joined up waste prevention campaigns with those residents and organisations, including schools, within their community areas.	Waste management team Councillors and area boards Communications team
Action E	Work with community area boards to provide advice, guidance and training to community and environmental groups and schools in Wiltshire to encourage community led activities.	Waste management team Community area boards Local partners and volunteer networks
Action F	Actively engage with government in the development of waste management policy changes, including contributing to consultations and attending national and regional forums. These will include the latest government proposals to reduce the amount of plastic waste produced and to introduce standard waste and recycling collection services.	Waste management team
Action G	Continue to subsidise and promote the use of food waste composters as an effective method of managing food waste in Wiltshire. Work with the provider of the composters to ensure that they are promoted throughout the county.	Waste management team Specialist product suppliers Communications team Community area boards

Priority 2 – Repair and Reuse		
	Action details	Resources required
Action A	Work with contractors and local voluntary, community and social enterprise (VCSE) organisations to introduce a scheme whereby reusable items which are taken to Wiltshire Council's household recycling centres can be separated for reuse rather than recycling or disposal.	Waste management team Communications team VCSE organisations Waste contractors
Action B	Work with the council's waste collection contractor to investigate the potential of separating waste collected from the bulky household waste collection service for reuse rather than recycling or landfill.	Waste management team VCSE organisations Waste contractors

Action C	Work with community area boards and councillors to deliver ongoing, joined up repair and reuse campaigns with those resident within their community areas.	Waste management team Councillors and area boards
Action D	Work with communities to provide sufficient information for them to host a network of repair cafés and workshops to encourage residents to repair items.	Waste management team Councillors and area boards VCSE organisations

Priority 3 – Recycling and Composting		
	Action details	Resources required
Action A	Introduce changes to the kerbside collection of recycling, including introduction of a comingled collection service with paper, cardboard, plastic bottles, pots, tubs and trays, cans and food and drink cartons collected from the blue lidded bin and glass from the black box.	Waste management team Waste contractors Customer services team
Action B	Manage the introduction of a contract to build and commission a new materials recovery facility to separate the collected comingled recyclable materials, ensuring that the quality of materials sent to reprocessors is of the highest level.	Waste management team Waste contractors
Action C	Review and make efficiencies in waste collection rounds following the introduction of new collection services.	Waste management team Waste contractors
Action D	Effectively communicate the changes in collection services and collection dates to residents, ensuring that they are aware of the changes and the importance of collecting high quality recycling.	Waste management team Waste contractors Customer services team Communications team Community area boards
Action E	Arrange for the renewal of existing garden waste service subscriptions from 1 April for the 2019-20 service, increasing the price to £50 per bin per year.	Waste management team Customer services team Finance team ICT team

Action F	Investigate the potential to charge for delivery for replacement waste bins	Waste management team Customer services team Finance team ICT team
Action G	Manage the contracts which provide household recycling centres to ensure that the contractors are maximising the amount of waste which is being diverted from landfill. Ensure that all sites offered by the council are operated efficiently and in line with the council's specification.	Waste management team Waste contractors
Action H	Continue to provide accessible and appropriate collection services to vulnerable residents within the community and those residents who have difficulties in accessing the council's waste and recycling services.	Waste management team Waste contractors
Action I	Continue to publish our Waste End Destination Register, as part of the council's commitment as a voluntary signatory to the Resource Association's End Destination Charter. This shows the destination of waste materials collected for recycling or treatment and is intended to provide increased public confidence that the waste they sort for recycling is diverted from landfill.	Waste management team Waste contractors

Priority 4 – Energy from Waste		
	Action details	Resources required
Action A	Manage the council's landfill diversion (energy from waste) contracts to ensure that the contracts and facilities are performing efficiently.	Waste management team Waste contractors
Action B	Work with the council's waste contractors to review the wastes which are currently sent to landfill for their suitability for diversion including sending to energy from waste in order to further reduce the waste sent to landfill.	Waste management team Waste contractors

Priority 5 – Litter and Fly Tipping		
	Action details	Resources required
Action A	<p>Litter Continue to work with local communities and partners to support the following schemes in order to work to reduce litter:</p> <ul style="list-style-type: none"> • Great British Spring Clean • Clean Up Wilts • Best Kept Villages, • Britain in Bloom and other national campaigns. 	<p>Local highways and streetscene team Waste management team Communications team Community partners</p>
Action B	<p>Litter Provide litter picking equipment, hoops, vests and graffiti removal kits to community volunteers to help collect waste within their local area. We will support these communities by collecting the waste from local litter picks throughout the year.</p>	<p>Local highways and streetscene team Communications team Community partners</p>
Action C	<p>Fly-tipping Continue to promote use of the council's online reporting system as a user-friendly application to enable reporting of fly-tipping incidents by members of the public. This also doubles as our management system which allows us to monitor fly-tipping reports across various categories (identifying hotspots and areas for enhanced enforcement activity).</p>	<p>Local highways and streetscene team Enforcement team ICT team</p>
Action D	<p>Fly-tipping Focus on informing residents and businesses regarding the lawful management of their waste and work to minimise transfer of waste to unlicensed collectors through carrying out preventative campaigns and using social media. Widely publicise use of formal actions (fixed penalty notices and prosecutions) to further enhance the deterrent effect of these measures on this illegal activity.</p>	<p>Enforcement team Communications team Community partners</p>

Action E	Fly-tipping Maintain and continue the proactive approach to apprehending fly-tippers by utilising covert camera systems at known hotspots in line with relevant regulations and legislation.	Enforcement team Local policing teams
Action F	Fly-tipping Further develop joint working with partner agencies to reduce fly-tipping involving intelligence sharing (Rural Crime Policing and Joint Intelligence Committee). This will involve investigating and developing an intelligence sharing system across internal enforcement departments and external partner agencies. Increase cross-border working with other local authorities and share best practice to tackle fly-tipping.	Enforcement team Partner agencies Surrounding local authorities
Action G	Fly-tipping Increase stop and search operations with partner agencies both nationally and at a local level. Such operations aim to apprehend illegal waste transportation and act as further deterrents to offenders.	Enforcement team Partner agencies Surrounding local authorities
Action H	Fly-tipping Continue to work with the council's contractor to remove fly-tipping in a timely manner which will ensure that waste does not attract further tipping.	Local highways and streetscene team Community partners Enforcement team

Wiltshire Council

Cabinet

19 November 2019

Subject: Disposal Programme

Cabinet Member: Councillor Toby Sturgis - Cabinet Member for Spatial Planning, Development Management and Strategic Property

Key Decision: Key

Executive Summary

The council has a programme of sites that are surplus to operational requirements and disposal or reuse for alternate purposes generates capital to support Councils overall Capital Programme. This report sets out the forecast receipts from disposals for the next three financial years. The report further seeks approval to declare specific sites surplus and capable of review to determine the best financial return for the council. The 6 assets to be declared surplus are listed in Appendix 2.

Proposal(s)

- That Members note the position in respect of disposals for financial years 2019/20, 2020/21 and 2021/22
- That members confirm that freehold interest of the 6 assets can be sold by the Council.
- Authorise the Director for Housing and Commercial Development to dispose of the freehold interest in the assets or in his absence the Corporate Director for Growth, Investment and Place.

Reason for Proposal(s)

To note the current position in respect of capital receipts and confirm the freehold interest in the assets can be sold to either generate capital receipts in support of the Council's capital programme or reuse to generate income for the Council.

Alistair Cunningham OBE
Executive Director – Growth, Investment and Place

Subject: Disposal Programme

Cabinet members: Councillor Toby Sturgis - Cabinet Member for Spatial Planning, Development Management and Strategic Property

Key Decision: Key

Purpose of Report

1. The purpose of this report is to note the current position in respect of capital receipts and confirm the freehold interest in the assets can be sold to either generate capital receipts in support of the Council's capital programme or reuse to generate income for the Council. The freehold interest in the 6 assets referred to in Appendix 2 are to be declared specific sites surplus and capable of review to determine the best financial return for the council.

Relevance to the Council's Business Plan

2. The disposal of assets raises capital to assist and support the Council's medium term financial plan (MTFP) which subsequently supports the Council's Business Plan and its aims and targets. Specifically, the business plan describes taking *a commercial approach to managing assets* as part of the *Working with partners as an innovative and effective council* priority.

Background

3. On 26th March 2019, Cabinet approved a revised approach to disposal of surplus assets, as set out in Appendix 1. This report sets out the current position for disposals and capital receipts.
4. Once assets are declared surplus each site will be considered by the Asset Gateway Group to determine the best financial return for the Council, during which time other uses of the sites will be considered. The Group will determine what is in the best interest for the Council, both from a service and financial perspective.
5. In addition, the 6 assets listed in Appendix 2 are recommended for declaring surplus and capable of review.

Main Considerations for the Council

6. The receipt of capital from the sale of assets is used to support the capital programme of investment in the communities of Wiltshire. Examples of the

types of investment made and programmed to be made are provided in the Council's Budget but they range from investment in better roads, waste collection and recycling, extra care homes, health and wellbeing centres and initiatives to provide better and more efficient customer access to Council services.

7. Running, managing and holding assets is expensive but with careful investment as described above, services can be transformed and delivered in a way that improves customer satisfaction and relies less on needing a building/asset for service delivery.
8. Assets then become surplus to the core requirements of the Council and are available for alternate uses. One option is disposal where the capital realised can then be used to support further investment.
9. At Cabinet on 12 September 2017, the Cabinet resolved that the Council would not consider domestic / low value requests for land purchases. This approach remains to be adopted by the Council and will continue into the foreseeable future.

Overview and Scrutiny Engagement

10. Overview and Scrutiny monitors the council's capital programme through its Financial Planning Task Group. The Task Group will next meet to do this on 13 November 2019.
11. The Task Group also considered a report proposing the council's Approach to Disposal of Assets and Property Acquisitions in March 2019 prior to its adoption by Cabinet.

Safeguarding Implications

12. There are no direct safeguarding implications with this proposal.

Public Health Implications

13. There are no direct public health implications with this proposal.

Procurement Implications

14. The decision to dispose of the freehold interest does not have any direct procurement implications. However, when the appointment of agents to market the assets or when pre-marketing surveys are required, their procurement is carried out in accordance with the Council's procurement rules and policies.

Equalities Impact of the Proposal

15. None

Environmental and Climate Change Considerations

16. Where a sale envisages potential development, any environmental and/or climate change issues are best considered through the planning application process. Should the review identify an opportunity retain sites the environmental and climate change considerations shall be considered as part of the business case for re-use of the site.

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

17. The Medium Term Financial Plan (MTFP) for the Council is, in part, dependent on the success of the disposal of property and assets. Failure to decide to declare new freehold interests to be sold, failure to sell those that are currently declared or an inability to re-use existing assets for alternate purposes will impact on the council's ability to achieve its overall business plan.

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

18. A risk that may arise is that due to legislative or other changes a service need arises for an asset after it has been sold and the Council then has to look to acquire or rent in an asset. However, the list of assets will be considered by the Executive Directors and Directors to determine if there is an identified service need that could be fulfilled from any of the properties on the list in Appendix 2. The purpose of the Asset Gateway Group is to establish service needs and establish the appropriate property solutions to satisfy these.

Financial Implications

19. As explained above, the realisation of capital from the sale of assets is used to support the MTFP and Council Business Plan. Reducing sales and the delivery of capital receipts will reduce the amount that the Council can invest in its communities and/or be used to reduce borrowings and thus free up revenue for delivering services. The disposal of surplus assets is not only integral to the council's medium term financial planning but often makes good asset management sense too.
20. A forecast of capital realised through disposal for financial years to 2021/22 is, as at the end of September 2019:

Summary		As at 30/09/19		
Receipts targets	Sites	Banked	Forecast	Total
2018/19	£ 10,575,520	25	£ 11,262,577	£ 11,262,577
2019/20	£ 9,066,000	31	£ 4,487,857	£ 7,158,867
2020/21	£ 5,327,800	13	£ 5,456,056	£ 5,456,056
	£ 24,969,320			£ 28,653,358
			Variance	£ 3,684,038

Legal Implications

21. There are no legal implications with the paper other than it will result in legal work to formalise them. In respect of the assets being put forward as part of this report, each asset is to be sold at or above market value, thereby ensuring that the best price properly payable will be received thus satisfying the requirements of s123 of the Local Government Act 1972. Market value will be determined by either open marketing of the sites or through an external valuation being procured to reflect any special circumstances. The assets will also be categorised as strategic assets due to their strategic importance to contribute to the MTFP and will not be available for Community Asset Transfer unless Cabinet subsequently decides otherwise.

Workforce Implications

22. The sites being declared surplus do not have any staff located, thus there are no workforce implications to be considered. Any work on reviewing assets will be carried out within existing staff resources.

Options Considered

23. Declaring additional assets surplus to the requirements of the Council will provide additional funds for the Medium Term Financial Plan and Council's Business Plan. Prior to disposal the Council will undertake a thorough review of the options for assets ensuring the outcome is in the best interest of the Council.

Conclusions

24. To confirm the freehold interest in the assets can be sold in order to generate capital receipts in support of the Council's capital programme and to maximise the amount of capital from them to support the MTPF and Council Business Plan, after a review of the options to determine how the best interest of the Council can be achieved.

Simon Hendey (Director - Housing and Commercial)

Report Author: Mike Dawson, , mike.dawson@wiltshire.gov.uk,

17th October 2019

Appendices

Appendix 1 - Disposal Process

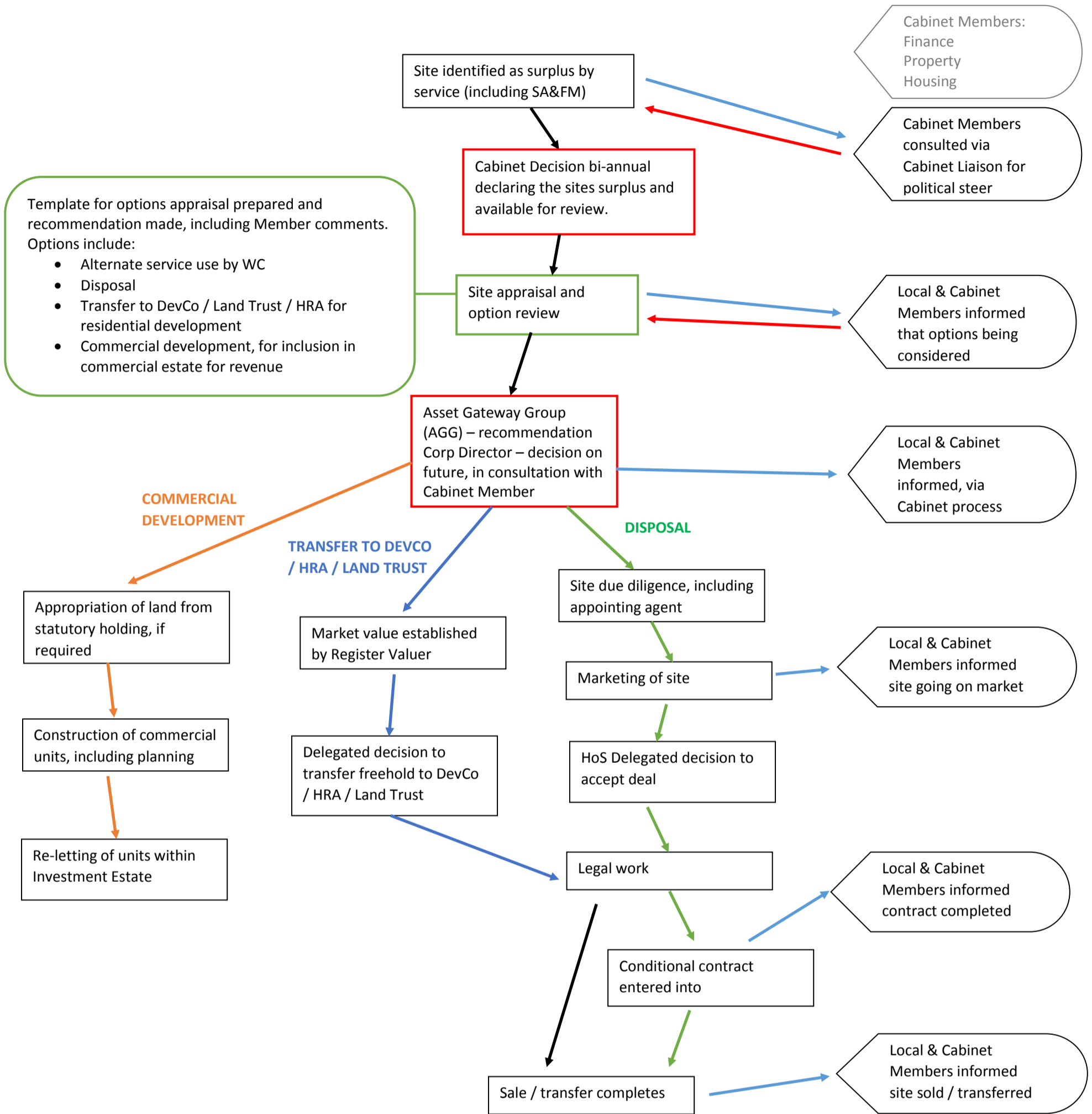
Appendix 2 - Sites to be declared surplus

Background Papers

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

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Appendix 1 – Surplus asset process



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Appendix 2 - Sites to be declared surplus (available for option review)

Town	Site	Site reference	Current stage of review
Royal Wootton Bassett	Land at Stoneover Lane	01517S1	Surplus Approval
Ludgershall	Castledown - vacant land		Surplus Approval
Melksham	Former golf course, Bowerhill	01397S1	Surplus Approval
Melksham	Former depot Bowerhill	01303S1	Surplus Approval
Chippenham	Land adjoining 9 London Road		Surplus Approval
Trowbridge	East Wing Car Park		Surplus Approval

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