SUMMONS

Meeting: **Council**

Place: **The Lansdown Hall - Civic Centre, St Stephens Place, Trowbridge. BA14 8AH (Watch the meeting online at this link)**

Date: **Tuesday 15 February 2022**

Time: **10.30 am**

Members are reminded to sign the attendance book before entering the Council Chamber

Please direct any enquiries on this Agenda to Tara Shannon, of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718352 or email tara.shannon@wiltshire.gov.uk

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

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

Covid-19 safety precautions for public attendees

To ensure Wiltshire Council COVID-19 public health guidance is adhered to, a capacity limit for public attendance at this meeting will be in place. You are requested to contact the officer named on this agenda no later than 5pm on 11 February 2022 if you wish to attend this meeting. Places will be allocated on a first come first served basis.

To ensure safety at the meeting, all members of the public are requested to adhere to the following public health arrangements to ensure the safety of themselves and others:

• Do not attend if presenting symptoms of, or have recently tested positive for, COVID-19
• Follow any one-way systems, signage and instruction
• Maintain social distancing
• Wear a face mask (unless exempt)

Where it is not possible for you to attend due to reaching the safe capacity limit at the venue, alternative arrangements will be made, which may include your question/statement being submitting in writing.

This meeting will also be live streamed for all members of the public to watch online

Recording and Broadcasting Information

Wiltshire Council may record this meeting for live and/or subsequent broadcast. At the start of the meeting, the Chairman will confirm if all or part of the meeting is being recorded. The images and sound recordings may also be used for training purposes within the Council.

By submitting a statement or question for an online meeting you are consenting that you will be recorded presenting this, or this may be presented by an officer during the meeting, and will be available on the public record. The meeting may also be recorded by the press or members of the public.

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Details of the Council's Guidance on the Recording and Webcasting of Meetings is available on request. Our privacy policy can be found here.

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To find car parks by area follow this link. The three Wiltshire Council Hubs where most meetings will be held are as follows:

County Hall, Trowbridge
Bourne Hill, Salisbury
Monkton Park, Chippenham

County Hall and Monkton Park have some limited visitor parking. Please note for meetings at County Hall you will need to log your car's registration details upon your arrival in reception using the tablet provided. If you may be attending a meeting for more than 2 hours, please provide your registration details to the Democratic Services Officer, who will arrange for your stay to be extended.

Public Participation

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

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

The full constitution can be found at this link.

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

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

1   **Apologies**

To receive any apologies for absence.

2   **Minutes of Previous Meeting** *(Pages 7 - 24)*

To approve as a correct record and sign the minutes of the last meeting of Council held on 19 October 2021.

3   **Declarations of Interest**

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

4   **Announcements by the Chairman**

To receive any announcements through the Chairman.

5   **Petitions** *(Pages 25 - 30)*

a) To receive presentation of petitions submitted for the meeting.

b) To receive an update on petitions received by the council.

6   **Public Participation**

The Council welcomes contributions from members of the public, however due to Covid-19 public health advice, physical attendance at this meeting may be limited. Those wishing to attend are requested to notify the officer named on this agenda no later than **5pm on 11 February 2022**.

Statements
Members of the public who wish to make a statement in relation to an item on this agenda are requested to contact the officer named on this agenda no later than **5pm on 11 February 2022**. Up to three speakers are allowed for each item.

Each statement must:
- State whom the statement is from (including if representing another person or organisation);
- state points clearly, and;
- be readable aloud in approximately 3 minutes.

Questions
To receive any questions from members of the public received in accordance with the constitution. Those wishing to ask questions are required to give notice of any such questions in writing to the officer named above (acting on behalf of the Corporate Director) no later than **5pm on Tuesday 8 February 2022** to receive a written response, or **5pm on Thursday 10 February 2022** to receive a

verbal response at the meeting. Please contact the officer named on the first page of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

BUDGET AND POLICY FRAMEWORK

7   **Treasury Management Strategy 2022-23** *(Pages 31 - 70)*

A report from the Chief Executive, Terence Herbert.

8   **Wiltshire Council's Financial Plan Update and Budget 2022/23, Medium Term Financial Strategy 2022/23 - 2024/25** *(Pages 71 - 202)*

Details of the Budget debate process are attached

8a) Financial Plan 2022/23 and Medium-Term Financial Strategy 2022/23-2024/25. Report by the Chief Executive, S151 Officer and Monitoring Officer is attached. *(Pages 73 – 170)*

8b) Relevant extract of the minutes of Cabinet held on 1 Feb 2022 *(Pages 171 – 174)*

8c) Proposed amendments to the Budget *(Pages 175 – 185)*
        Amendment 1 – Pages 175 – 178
        Amendment 2 – Pages 179 – 183
        Amendment 3 – Pages 183 - 184

8d) Reports of the Overview and Scrutiny Management Committee meeting held on 25 January 2022 *Pages 185 – 196)* and 8 February 2022 (to follow).

8e) Notes from the meeting with Group Leaders and Trade Union Representatives and Non-Domestic Ratepayers on 1 February 2022 *(Pages 197 – 202)*.

9   **Council Tax Setting 2022-23** *(Pages 203 - 222)*

A report from the Chief Executive, Terence Herbert.

10   **Pay Policy Statement** *(Pages 223 - 242)*

To consider the Pay Policy Statement as recommended by Staffing Policy Committee at its meeting on 5 January 2022.

A report from the Chief Executive and relevant extract of the minutes of the Staffing Policy Committee are attached.

11   **Wiltshire Council Business Plan** *(Pages 243 - 286)*

To consider the draft Wiltshire Council Business Plan 2022 – 2032. A report of

the Chief Executive and the draft Business Plan documents are attached.

12 **Climate Strategy and Update on the Council's Response to the Climate Emergency** *(Pages 287 - 386)*

A report from the Chief Executive Officer, Terence Herbert.

ITEMS FOR COUNCIL

13 **Re-Tender of the External Audit Contract** *(Pages 387 - 394)*

A report from the Chief Executive, Terence Herbert.

14 **HSBC Bank Mandate** *(Pages 395 - 400)*

A report of the Chief Executive, Terence Herbert.

15 **Designation of Statutory Officers** *(Pages 401 - 406)*

A report from the Director of HR & OD.

16 **Adoption of the Green and Blue Infrastructure Strategy** *(Pages 407 - 590)*

A report from the Chief Executive Officer, Terence Herbert.

MEMBERS' MOTIONS

17 **Notice of Motion No.2022-01 - Social Mobility Pledge** *(Pages 591 - 594)*

To consider the attached motion from Councillors Richard Clewer and Laura Mayes.

OTHER ITEMS OF BUSINESS

18 **S85 Local Government Act 1972 - Extension of Office** *(Pages 595 - 598)*

To consider any councillor requests for extended leave.

19 **Announcements from Cabinet and Committees**

a) The Leader, Cabinet Members and Chairmen of Committees will be invited to make any important announcements.

b) Members will be given the opportunity to raise questions to the Chairmen of Committees or to the Dorset and Wiltshire Fire Authority on the minutes of their meetings, available [here](#).

c) Members will be given an opportunity to raise general issues relating to Area Boards but not specific local issues.

20 **Membership of Committees**

To determine any requests from Group Leaders for changes to committee

membership in accordance with the allocation of seats to political groups previously approved by the Council.

21   **Members' Questions**

Members were required to give notice of any such question in writing to the officer named on the first page of this agenda **no later than 5pm** nine clear working days before the meeting, **Tuesday 1 February 2022** in order to be guaranteed a written response.

Any question received after 5pm on 1 February 2022 and no later than 5pm four clear working days before the meeting, **Tuesday 8 February 2022,** may only receive a verbal response at the meeting. Any questions received after this date will be received at the next meeting.

Questions may be asked without notice if the Chairman determines the matter is urgent.

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

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PART II

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

None

Terence Herbert
Chief Executive
Wiltshire Council
Bythesea Road
Trowbridge
Wiltshire

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Wiltshire Council

Council

MINUTES OF THE COUNCIL MEETING HELD ON 19 OCTOBER 2021 AT THE LANSDOWN HALL - CIVIC CENTRE, ST STEPHENS PLACE, TROWBRIDGE. BA14 8AH.

Present:

Cllr James Sheppard, Cllr Liz Alstrom, Cllr Helen Belcher, Cllr Chuck Berry, Cllr Ian Blair-Pilling, Cllr Nick Botterill, Cllr David Bowler, Cllr Allison Bucknell, Cllr Steve Bucknell, Cllr Clare Cape, Cllr Trevor Carbin, Cllr Daniel Cave, Cllr Mary Champion, Cllr Pauline Church, Cllr Ernie Clark, Cllr Richard Clewer, Cllr Zoë Clewer, Cllr Mark Connolly, Cllr Caroline Corbin, Cllr Brian Dalton, Cllr Kevin Daley, Cllr Jane Davies, Cllr Andrew Davis, Cllr Matthew Dean, Cllr Dr Monica Devendran, Cllr Nick Errington, Cllr Adrian Foster, Cllr Sarah Gibson, Cllr Gavin Grant, Cllr Ross Henning, Cllr Sven Hocking, Cllr Ruth Hopkinson, Cllr Jon Hubbard, Cllr Peter Hutton, Cllr Tony Jackson, Cllr Mel Jacob, Cllr Simon Jacobs, Cllr George Jeans, Cllr Johnny Kidney, Cllr Carole King, Cllr Gordon King, Cllr Edward Kirk, Cllr Jerry Kunkler, Cllr Jacqui Lay, Cllr Kathryn Macdermid, Cllr Dr Brian Mathew, Cllr Dr Mark McClelland, Cllr Charles McGrath, Cllr Ian McLennan, Cllr Dominic Muns, Cllr Dr Nick Murry, Cllr Nabil Najjar, Cllr Kelvin Nash, Cllr Christopher Newbury, Cllr Paul Oatway QPM, Cllr Jack Oatley, Cllr Andrew Oliver, Cllr Bill Parks, Cllr Sam Pearce-Kearney, Cllr Tony Pickernell, Cllr Horace Prickett, Cllr Nic Puntis, Cllr Tamara Reay, Cllr Rich Rogers, Cllr Ricky Rogers, Cllr Tom Rounds, Cllr Paul Sample JP, Cllr Mike Sankey, Cllr Caroline Thomas, Cllr Elizabeth Threlfall, Cllr Jo Trigg, Cllr Tim Trimble, Cllr Tony Trotman, Cllr Mark Verbinnen, Cllr David Vigar, Cllr Iain Wallis, Cllr Derek Walters, Cllr Bridget Wayman, Cllr Stuart Wheeler, Cllr Philip Whitehead, Cllr Suzanne Wickham, Cllr Christopher Williams, Cllr Graham Wright and Cllr Robert Yuill

33 **Apologies**

Apologies for absence were received from Councillors Phil Alford, Richard Britton, Howard Greenman, Nick Holder, Bob Jones MBE, Laura Mayes, Ashley O'Neill, Stewart Palmen, Pip Ridout, Jonathon Seed, Martin Smith, Mary Webb, Antonio Piazza and Ian Thorn.

In the absence of Councillor Thorn, Leader of the Liberal Democrat Group, Councillor Gordon King would speak on behalf of the group at the meeting.

34 **Minutes of Previous Meeting**

The minutes of the Meeting held on 20 July 2021 were presented for consideration, and it was,

Resolved:

That the minutes of the meeting held on 20 July 2021 be approved and signed as a true and correct record.

35   **Declarations of Interest**

There were no declarations.

36   **Announcements by the Chairman**

Through the Chairman there were the following announcements:

Sir David Amess MP
On behalf of the Council the Chairman expressed condolences to the family and friends of Sir David Amess MP following his recent tragic death. He stated everyone was shocked and saddened to hear of his death and that thoughts and prayers remained with everyone who knew and worked with him. He particularly noted Sir David had died fulfilling his duty engaging and listening to his constituents.

Chairman's Engagements
A list of some recent engagements attended by the Chairman and Vice-Chairman, were detailed as below:

Events Attended by the Chairman from 20 July 2021:

3 September 2021   -   Hosted the Fly the Red Ensign for Merchant Navy Day Flag Raising Ceremony, County Hall.
23 September 2021 -   Wiltshire Lieutenancy Lunch, Bowood Hotel.
26 September 2021 -   CPRE Best Kept Village Competition Presentation Day. Visited Ramsbury, Tilshead and Urchfont.
5 October 2021   -   Queen's Green Canopy Celebration Tree Planting Ceremony, Pembroke Park Primary School, Devizes Road, Salisbury.

Events Attended by the Vice-Chairman from 20 July 2021:

3 September 2021   - Chippenham Town Council Fly the Red Ensign for Merchant Navy Day Flag Raising Ceremony.
9 September 2021   - Virtually attended D&WF&RS Medal Presentation Evening.

Poppy Wreaths
Poppy wreaths would be available for collection by Members in the Members room at County Hall, after the meeting.

Recorded Votes
On the proposal of the Chairman, seconded by the Vice-Chairman, it was then

Resolved:

That Council suspend paragraphs 22.6.2 and 22.6.4 of Part 4 of the Constitution in respect of recorded voting for the duration of the meeting.

37   **Petitions**

The Chairman moved and presented a report which gave Council details of three petitions received since the last Council meeting on 20 July 2021. This was seconded by the Vice-Chairman.

A petition was presented by Guy Leach, Simon Connolly and Anthony Wells, requesting that plans for 1,200 houses on Salisbury Road, Amesbury be stopped.

Councillor Nick Botterill, Cabinet Member for Development Management, Strategic Planning and Climate Change, noted the points and issues raised by the petition and highlighted that the Council was currently reviewing the Local Plan in line with national legislation. However, he was unable to comment on the process at this stage. He confirmed that consultation would take place on the Local Plan in due course and the public would have an opportunity to comment its detail at that time.

It was then,

Resolved:

1)   **That Council note the report, the petitions received, and the actions being taken in relation to them, as set out in the report.**

2)   **That Council receives the petition presented to the meeting.**

38   **Public Participation**

The Chairman explained the rules for public participation as detailed in the agenda.

Four questions were submitted for the meeting. Those relevant to a particular item on the agenda would be taken under that item.

All questions received and the written responses provided were published in agenda supplement 1 and would be taken as read at the meeting.

The Chairman then invited those members of the public whose question did not relate to a particular agenda item whether they wished to ask a supplementary question, or to receive their verbal response, as follows:

- Q21-19 – Peter Curtis – not in attendance

- Q21-20 – Nick Beard – not in attendance
- Q21-21 and 22 – Bill Jarvis – questions were withdrawn

39 **Corporate Parenting Panel Annual Report**

Councillor Peter Hutton, Portfolio holder for Safeguarding and Chairman of the Corporate Parenting Panel presented the Corporate Parenting Panel Annual Report and moved the recommendations as set out in the report, which were seconded by Councillor Jane Davies.

Councillor Hutton thanked those who worked to support children in care and reported that the role of Wiltshire's Corporate Parenting Panel is to secure Councillor involvement and commitment throughout the Council to deliver better outcomes for children and young people who are looked after or care experienced. All Councillors were reminded that they have responsibilities as a "corporate parent" for children and young people who are Looked After in Wiltshire.

Councillor Hutton commented specifically on the Corporate Parenting Strategy eight priorities, the development of the Child and Youth Voice Team, the Fostering Excellence programme and impact of Covid-19.

The report gave an overview on the Panel's work programme, the scrutiny of performance, the Corporate Parenting Strategy, details and data within the key service areas, challenges/successes during Covid-19, progress since the 2019 Ofsted inspection, the Panel's impact and ambition, the work of the Safeguarding Children and Young People Panel and planned next steps to further strengthen Corporate Parenting in Wiltshire. The report was reviewed by the Children' Select Committee Standing Task Group on 22 September 2021 and by the Corporate Parenting Panel at their meeting on 28 September 2021.

The council then heard from officers Jo Sutton and Cameron Strosen, who presented a brief summary of the year's activities of the Child and Youth Voice Team. Members were encouraged to promote involvement in the Youth Council to their local schools. The Chairman thanked Jo and Cameron on behalf of the council for speaking about the Child and Youth Voice Team.

The Chairman then invited Group Leaders to comment on the report and presentations received.

Councillor Richard Clewer, Leader of the Council, reiterated earlier comments that all Councillors were corporate parents with responsibilities and a role to play. He welcomed the comments about the Youth Council and urged all Members to speak with their local schools about involvement.

Councillor Gordon King, on behalf of the Liberal Democrat Group, welcomed the report and endorsed the comments made and acknowledged his

responsibility as a corporate. He was pleased to hear about the Youth Council and the work they were involved with.

Councillor Ricky Rogers, Leader of the Labour Group, added his thanks to Jo and Cameron, and noted the comprehensive nature of the report and commended it to the Council.

The item was then opened for general debate. Councillor Jon Hubbard Chairman of the Children's Select Committee confirmed that in accordance with the agreed overview and scrutiny arrangements the draft annual Corporate Parenting Panel report was considered by the Children's Select Committee's standing task group on 22 September 2021. He was pleased to report that of the 15 recommendations arising from the Task Group meetings 13 had been adopted, 1 would be included in future reports and 1 was not actioned but he hoped this could be in future. The extent of data reporting included was praised and the work of the Child and Youth Voice Team to focus on the voice of young people in care. He also highlighted a number of areas for improvement including the ongoing need to narrow the gap in relation to achievements for those in care and those in birth homes. He thanked members and staff for the work they do, and especially the Foster Carers. The Youth Council was an exciting opportunity for the voice of the young community to be heard and he encouraged representation from all schools on the Youth Council.

Other comments received in debate included the need to support young people not currently in care who needed help and assistance, and the need to identify where they needed that support even if not yet in care.

At the conclusion of debate, it was,

Resolved:

1) **To receive and note the Annual Report and the work of the Corporate Parenting Panel to date, its functions and impact of its work and to ratify the improvements required to further strengthen Corporate Parenting in Wiltshire.**

2) **To receive and note the Annual Report of the Children in Care Council 2020/21 attached as Appendix 2 to the report.**

40   **Gambling Statement of Principles**

Councillor Richard Clewer, Leader of the Council and Cabinet Member for Military-Civilian Integration, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing introduced the report which detailed the amendments made to the Gambling Statement of Principles (2022-2024) for Wiltshire Council.

The Leader explained that following the Licensing Committee's consideration of the amendments to the Statement of Principles on 13 September 2021 the Committee approved the policy and referred it to Full Council for approval, which he so moved. This was seconded by Councillor Nick Botterill.

The Chairman then invited other Group Leaders to comment on the report and the proposal of the Leader.

Councillor Gordon King, on behalf of the Liberal Democrat Group, welcomed the report and was satisfied with the accuracy of the Statement. He suggested that the Wiltshire Area Profile map at page 151 of the summons pack needed updating prior to the final version of the Statement being published.

The item was then opened for general debate. A further comment was made about the accuracy of the map on page 101 of the summons pack. The Leader asked Members to forward detail about the inaccuracy of maps directly to the responsible Cabinet Member, Councillor Ashley O'Neill, who would arrange for any necessary amendments.

It was then,

Resolved:

That Council approves the Gambling Statement of Principles (2022 -2024) (Appendix 1) under the Gambling Act 2005.

41   **Constitutional Update - Cabinet Committee**

Councillor Pauline Church, Cabinet Member for Finance & Procurement, Commissioning, IT, Digital and Commercialisation, presented a report and recommendations on changes to the Constitution, following a governance review of the Stone Circle companies established by the Council in 2019.

The report detailed the seven recommendations approved by the Leader of the Council arising from the Review on 5 October 2021. Recommendation 3 was to create a Shareholder Group as a Sub-Committee of Cabinet with the Leader as Chairman along with two other Cabinet Members. There would be the option to co-opt external commercial expertise to enable the Shareholder Group, after consideration of performance reporting by the Corporate Leadership Team and Overview and Scrutiny, to conduct its role on behalf of the Shareholder.

Full Council was responsible for changes to the constitution and was asked to delegate authority to the Monitoring Officer to update the constitution once the terms of reference for the Shareholder Group had been drafted. The proposal was seconded by Councillor Richard Clewer.

The Chairman then invited Group Leaders to comment on the report and presentation.

Cllr Gordon King, on behalf of the Liberal Democrat Group and Councillor Ricky Rogers, Leader of the Labour Group, supported the proposals.

The item was then debated. Clarity was sought on areas including: the proportion of homes to be rented and those available for sale; to address a need in relation to certain categories of employment accessing the housing market, one of which included care workers; confirmation that the Sub-Committee meetings would be open to the public to attend; that appropriate structures would be in place, drawing strongly from experiences at Nottingham City Council; that a briefing bote would be published detailing the liabilities of Councillors and Directors; assurance that robust scrutiny structures would operate, with governance arrangements being reviewed by the Audit and Governance Committee.

At the conclusion of debate, it was then,

Resolved:

That Council delegate authority to the Monitoring Officer, following consultation with the Leader of the Council, to amend Part 3C of the Constitution as appropriate to include terms of reference for the Stone Circle Shareholder Group.

42   **Notices of Motion**

The following motions were considered.

42a)   Notice of Motion No 2021-02 - MyWiltshire App

A motion was moved by Councillor Paul Sample JP asking officers to amend the MyWilts App, used for reporting various matters to the council, to add two final questions, after a report has been closed, to ask: "Has this matter been resolved to your satisfaction?" and: "If not, why not?".

The motion was seconded by Councillor Stewart Palmen.

Councillor Sample stated that there was room to improve the App which in turn could increase the number of users, and that the simple change would assist with that.

Councillor Pauline Church, Cabinet Member for Finance & Procurement, Commissioning, IT, Digital and Commercialisation responded to the motion and welcomed the intent to help improve customer service and interaction with users. As the motion was considered to be an operational matter, the Chairman moved that it be referred to the Leader of the Council for action without debate. This was seconded by the Vice-Chairman.

It was then,

Resolved:
To refer the motion to the Leader of the Council for action.

42b)   Notice of Motion No 2021-03 Climate and Ecology Bill

Councillor Dr Brian Mathew proposed the Motion which was seconded by Councillor Gavin Grant. The motion called for the Council to declare its support for the proposed Climate and Ecology Bill and request Wiltshire's Members of Parliament to publicly declare their support for it.

Statements were then received from the following members of the public:

- Adrian Temple-Brown
- Mel Molem
- Andrew Nicolson

The Chairman then invited Councillor Nick Botterill, Cabinet Member for Development Management, Strategic Planning and Climate Change an opportunity to respond to the motion and any points raised in the public statements. He confirmed that the private members Bill in question had been proposed by Caroline Lucas MP and it was very likely that the Bill, at its second reading, would not proceed much further in Parliament due to a lack of increased support.

Councillor Botterill suggested that it would be more appropriate for the Council to focus on issues that it would be able to influence and referred to the Environment Bill which would have far reaching impacts on how the Council currently operates. In relation to reference to Citizens Assemblies raised by some speakers he indicated that the Houses of Parliament was in fact already undertaking the role being suggested for a Citizens Assembly. He urged the Council to not be distracted by the motion and to wait for the Environment Bill to become an Act of Parliament, with the expectation that this would take place very soon.

The Chairman moved that the Council debate the motion, which was seconded by the Vice-Chairman.

Group Leaders were then invited to comment upon the motion.

Councillor Richard Clewer, Leader of the Council, commented on the Environment Bill and explained that it was a Bill to make provision about targets, plans and policies for improving the natural environment, environmental protection, waste and resource efficiency, air quality, environmental standards, water, nature, biodiversity and conservation. He further commented on the suggestion for a Citizens Assembly, indicating that the Council was unable to dictate how the local Members of Parliament voted in Parliament and that Members were democratically elected unlike the proposals for a Citizens Assembly. He highlighted work already undertaken by the Council and those

areas progressing, which included an 80% reduction in emissions within the control of the Council, with a target of zero emissions by 2030, council housing being built to net zero and the insulation of existing council homes, continual lobbying of government in relation to house building, and the investment of £88m to reduce carbon emissions by the Council.

Councillor Gordon King, on behalf of the Liberal Democrat Group, encouraged Members to vote on the motion as they wished but hoped all would consider the matter independently. He noted the importance of protecting climate and ecology in an integrated way as proposed in the Bill and that much work was still needed.

Councillor Ricky Rogers, Leader of the Labour Group, noted it was healthy for the council to debate its different views on this issue, and that the topic of the motion was of interest to many people and that there were times when the council could use its voice to demonstrate on a point and supported the motion.

The Chairman then opened the item for debate.

Comments in opposition to the motion included that the council was making significant progress in takin action to reduce emissions despite the perception of some groups and criticised the actions of protestors such as Extinction Rebellion. Several comments disagreed with the proposals within the Bill regarding Citizens Assemblies, with councils at various tiers able to democratically represent views and take actions. Others highlighted that the proposed Bill was being amended and it would be inappropriate to express support for a motion not in its final form.

Comments in support of the motion included highlighting a climate assembly established by Parliament in 2019 and which had not led to great radicalism and there was confusion regarding the role and nature of such assemblies that addressing climate change was not about politics, that the proposed Bill was more ambitious than the government proposals and the council should show its support for that to influence national policy given the importance of climate and ecological issues across the council area, nationally and globally.

During the course of debate the meeting was adjourned from 12.40pm – 12.50pm due to a public disturbance.

At the conclusion of debate Cllr Mathew thanked Members for their comments and asked for a recorded vote on the motion, which was supported by the necessary number of Members. Following a vote the motion was lost.

It was therefore,

Resolved:

That the motion not be supported

Note: A record of the vote is appended to these minutes.

For – 30
Against – 50
Abstain - 2

43   **Announcements from Cabinet and Committees**

There were no announcements.

44   **Membership of Committees**

The Chairman invited Group Leaders to request any membership changes to committees,

Group leaders proposed changes to committee membership as detailed in the resolution.

The Chairman moved the proposed membership changes. This was seconded by the Vice-Chairman.

It was then:

Resolved:

To make the following appointments to Committees:
- **Cllr Jacqui Lay to be appointed to the Northern Area Planning Committee**

- **Cllr Ashley O'Neill to be appointed as a substitute to the Northern Area Planning Committee.**

- **Cllr Simon Jacobs to be removed from the Officer Appointments Committee**

- **Cllr Ashley O'Neill to be appointed to the Officer Appointments Committee**

- **Cllr Simon Jacobs to be removed from the Staffing Policy Sub-Committee and appointed as a substitute to the Committee**

- **Cllr Ashely O'Neill be appointed to the Staffing Policy Sub-Committee**

- **Cllr Ashely O'Neill be removed from the Corporate Parenting Committee**

- **Cllr Simon Jacobs be appointed to the Corporate Parenting Committee**

- **Cllr Ashley O'Neill to attend future meetings of the Health & Wellbeing Board**

- **Cllr Paul Sample to be removed from the Environment Select Committee**

- **Cllr Derek Walters be appointed to the Environment Select Committee**

- **Cllr Bob Jones MBE to be appointed as a substitute to the Southern Area Planning Committee**

- **Cllr Trevor Carbin be appointed to the Southern Area Planning Committee**

- **Cllr Paul Sample be removed from the Electoral Review Committee**

- **Cllr Ian Thorn be appointed to the Electoral Review Committee**

45   **Members' Questions**

Two non-operational questions were received from Councillors, as set out in Supplement 1 to the agenda. Written responses had been provided in Appendix 2 to the report.

Question 21-03 - Progress on motion 22 tabled on 21 July 2020 about Wiltshire Air Ambulance - Councillor Brian Dalton

There was no supplementary question

Questions 21-05 – Buildings at Risk - Councillor Bridget Wayman

A supplementary question was asked about the need for a historic building at risk strategy. The Leader welcomed the proposal and confirmed that he would discuss the preparation of a strategy with officers.

(Duration of meeting: 10.35 am - 2.10 pm)

The Officer who has produced these minutes is Stuart Figini of Democratic Services, direct line 01225 718221, e-mail stuart.figini@wiltshire.gov.uk

Press enquiries to Communications, direct line ((01225) 713114 or email communications@wiltshire.gov.uk

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Full Council Meeting – 19 October 2021 – Members Attendance

Councillor Name	Time In	Time Out
Phil Alford	Apologies	Apologies
Liz Alstrom	10:30	14:10
Helen Belcher	10:30	14:10
Chuck Berry	10:30	14:10
Ian Blair-Pilling	10:30	14:10
Nick Botterill	10:30	14:10
David Bowler	10:30	14:10
Richard Britton	Apologies	Apologies
Allison Bucknell	10:30	14:10
Steve Bucknell	10:30	14:10
Clare Cape	10:30	14:10
Trevor Carbin	10:30	14:10
Daniel Cave	10:30	14:10
Mary Champion	10:30	14:10
Pauline Church	10:30	14:10
Ernie Clark	10:30	14:10
Richard Clewer	10:30	14:10
Zoë Clewer	10:30	14:10
Mark Connolly	10:30	14:10
Caroline Corbin	10:30	14:10
Kevin Daley	10:30	14:10
Brian Dalton	10:30	14:10
Jane Davies	10:30	14:10
Andrew Davis	10:30	14:10
Matthew Dean	10:30	14:10
Dr Monica Devendran	10:30	14:10
Nick Errington	10:30	14:10
Adrian Foster	10:30	14:10
Sarah Gibson	10:30	14:10
Gavin Grant	10:30	14:10
Howard Greenman	Apologies	Apologies
Ross Henning	10:30	14:10
Sven Hocking	10:30	14:10
Nick Holder	Apologies	Apologies
Ruth Hopkinson	10:30	14:10
Jon Hubbard	10:30	14:10
Peter Hutton	10:30	14:10
Tony Jackson	10:30	14:10
Mel Jacob	10:30	14:10
Simon Jacobs	10:30	14:10
George Jeans	10:30	14:10
Bob Jones MBE	Apologies	Apologies
Johnny Kidney	10:30	13:45

Carole King	10:30	14:10
Gordon King	10:30	14:10
Edward Kirk	10:30	14:10
Jerry Kunkler	10:30	14:10
Jacqui Lay	10:30	14:10
Kathryn MacDermid	10:30	14:10
Dr Brian Mathew	10:30	14:10
Laura Mayes	Apologies	Apologies
Dr Mark McClelland	10:30	14:10
Charles McGrath	10:30	14:10
Ian McLennan	10:30	14:10
Dominic Muns	10:30	14:10
Dr Nick Murry	10:30	14:10
Nabil Najjar	10:30	14:10
Kelvin Nash	10:30	14:10
Christopher Newbury	10:30	14:10
Ashley O'Neill	Apologies	Apologies
Jack Oatley	10:30	14:10
Paul Oatway QPM	10:30	14:10
Andrew Oliver	10:30	14:10
Stewart Palmen	Apologies	Apologies
Bill Parks	10:30	14:10
Sam Pearce-Kearney	10:30	14:10
Antonio Piazza	Apologies	Apologies
Tony Pickernell	10:30	14:10
Horace Prickett	10:30	14:10
Nic Puntis	10:30	14:10
Tamara Reay	10:30	14:10
Pip Ridout	Apologies	Apologies
Rich Rogers	10:30	14:10
Ricky Rogers	10:30	14:10
Tom Rounds	10:30	14:10
Paul Sample JP	10:30	14:10
Mike Sankey	10:30	14:10
Jonathon Seed	Apologies	Apologies
James Sheppard	10:30	14:10
Martin Smith	Apologies	Apologies
Caroline Thomas	10:30	13:30
Ian Thorn	Apologies	Apologies
Elizabeth Threlfall	10:30	14:10
Jo Trigg	10:30	14:10
Tim Trimble	10:30	14:10
Tony Trotman	10:30	14:10
Mark Verbinnen	10:30	14:10
David Vigar	10:30	14:10
Iain Wallis	10:30	14:10

Derek Walters	10:30	14:10
Bridget Wayman	10:30	14:10
Mary Webb	Apologies	Apologies
Stuart Wheeler	10:30	14:10
Philip Whitehead	10:30	14:10
Suzanne Wickham	10:30	14:10
Christopher Williams	10:30	14:10
Graham Wright	10:30	14:10
Robert Yuill	10:30	14:10

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Item 10B – Recorded Vote – Notice of Motion 21-03 Climate and Ecology Bill - Cllrs Dr Brian Mathew and Gavin Grant – 30 For, 50 Against, 2 Abstentions

Councillor Name	Vote
Liz Alstrom	For
Helen Belcher	For
Chuck Berry	Against
Ian Blair-Pilling	Against
Nick Botterill	Against
David Bowler	For
Allison Bucknell	Against
Steve Bucknell	Against
Clare Cape	For
Trevor Carbin	For
Daniel Cave	Against
Mary Champion	Against
Pauline Church	Against
Ernie Clark	Against
Richard Clewer	Against
Zoë Clewer	Against
Mark Connolly	Against
Caroline Corbin	For
Kevin Daley	Against
Brian Dalton	For
Jane Davies	Against
Andrew Davis	Against
Matthew Dean	Against
Dr Monica Devendran	Against
Nick Errington	For
Adrian Foster	For
Sarah Gibson	For
Gavin Grant	For
Ross Henning	For
Sven Hocking	Against
Ruth Hopkinson	For
Jon Hubbard	For
Peter Hutton	Against
Tony Jackson	Against
Mel Jacob	For
Simon Jacobs	Against
George Jeans	For
Carole King	For
Gordon King	For
Edward Kirk	Against
Jerry Kunkler	Against
Jacqui Lay	Against
Kathryn MacDermid	For

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Dr Brian Mathew	For
Dr Mark McClelland	Against
Charles McGrath	Against
Ian McLennan	For
Dominic Muns	Against
Dr Nick Murry	For
Nabil Najjar	Against
Kelvin Nash	Against
Christopher Newbury	Against
Jack Oatley	Against
Paul Oatway QPM	Against
Andrew Oliver	Against
Bill Parks	Against
Sam Pearce-Kearney	For
Tony Pickernell	Against
Horace Prickett	Against
Nic Puntis	Against
Tamara Reay	Against
Rich Rogers	Against
Ricky Rogers	For
Tom Rounds	Against
Paul Sample JP	For
Mike Sankey	Against
James Sheppard	Abstain
Elizabeth Threlfall	Against
Jo Trigg	For
Tim Trimble	For
Tony Trotman	Against
Mark Verbinnen	Against
David Vigar	For
Iain Wallis	Against
Derek Walters	For
Bridget Wayman	Against
Stuart Wheeler	Abstain
Philip Whitehead	Against
Suzanne Wickham	Against
Christopher Williams	Against
Graham Wright	For
Robert Yuill	Against

Wiltshire Council

Council

15 February 2022

Petitions Update

Petitions Received

As of 1 February 2022, there have been five new petitions received by Wiltshire Council since the last report to Council on 19 October 2021.

Two Petitions have been received for presentation to the meeting.

Proposal

That Council notes this update on petitions.

Ben Fielding
Democratic Services Officer

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NAME	DATE RECEIVED	RESPONDENTS	ACTION
Objection to the proposed shared cycle/footway access into Bellefield Crescent from Hilperton Road.	18/10/2021	24 - Handwritten	A response was provided to the lead petitioner from a Principal Engineer. The response covered that the proposed link from Hilperton Road to Bellefield Crescent was part of wider proposal to improve pedestrian and cycle facilities on Hilperton Road and enhance the links between the residential areas to the north and south of Hilperton Road for both pedestrians and cyclists. This improvement scheme would form part of a County-wide strategy to enhance cycling and walking provision and encourage active travel. Creating safer and more convenient routes for walking and cycling, particularly for shorter journeys, to help our residents to live healthier lives, reduce the number of vehicles on our roads, lower carbon emissions and improve air quality. On Hilperton Road, it was proposed to widen the northern footway to create a two-way cycle track alongside the footway. The cycle track would be at footway level, providing separation from vehicles, with cyclists also being segregated from pedestrians. Signal controlled crossings would be provided close to the link to Bellefield Crescent and Stancomb Avenue. The existing temporary cycle scheme would be removed. With regard to the link in to Bellefield Crescent, many cyclists currently use the footpath linking Bellefield Crescent and Hilperton Road. This can cause conflict with pedestrians due to the narrow width. The improvement scheme included the creation of a 2.5m wide cycle link alongside the footpath to facilitate cycle

			access. Cyclists would be segregated from pedestrians and the link will exit onto the carriageway in Bellefield Crescent reducing interaction between pedestrians and cyclists as well as taking cyclists further from driveway accesses. Removal of the existing barriers and replacement with bollards was proposed to ensure that the footpath is accessible for those users with wheelchair, pushchairs, and mobility scooters.
Pedestrian Crossing on Lord's Mead	15/11/2021	44 - Online	A response was provided to the lead petitioner from a Principal Engineer. The response covered that Wiltshire Council runs an annual programme called Taking Action on School Journeys that is open to schools with an up-to-date travel plan. Schools may apply for funding for measures on the school site or measures on the highway that they feel would encourage greater uptake of walking and cycling and alleviate road safety concerns on the journey to and from school. This is the most appropriate route for raising the request for a crossing in this location and will allow other measures to be considered that may assist with the road safety concerns presented. More information regarding the Taking Action on School Journeys fund can be found on the Wiltshire Council website at this link - Cycling and walking to school - Wiltshire Council including guidance for schools and information on the assistance available for schools who wish to write or update their travel plan. The concerns raised around educating children to cross the road safely were also noted, with the above link setting out the road safety training available to schools,

			including Walk Safe. Should the school not already be signed up to these initiatives, they can do so by accessing the road safety page on the Right Choice portal, open to all schools.
Petition to prevent the clearance of Melksham Footpath 39 (MELK39)	19/11/2021	38 - Handwritten	A response was provided in which Cllr Dr Mark McClelland, Wiltshire Council Cabinet Member for Street scene noted that Wiltshire Council had been served notice under the Highways Act 1980 to make the footpath accessible and had a legal duty to comply with the order. Prior to any clearance works that would take place, the area would be fully assessed for any ecological issues.
Call for Wiltshire Council to Develop an Urgent Pollinator Action Plan	01/12/2021	508 - Online	A response will be provided at the meeting on 15 February 2022 by Councillor Nick Botterill, Cabinet Member for Development Management, Strategic Planning and Climate.
Call for Wiltshire Council to Double Tree Cover in Wiltshire by 2045	01/12/2021	962 - Online	A response will be provided at the meeting on 15 February 2022 by Councillor Nick Botterill, Cabinet Member for Development Management, Strategic Planning and Climate.

Note: This does not include petitions received in respect of regulatory matters i.e. planning and licensing which are dealt with under different procedures.

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Wiltshire Council

Council

15 February 2022

Subject: **Treasury Management Strategy 2022/23**

Cabinet member: **Cllr Richard Clewer – Leader of the Council and Cabinet Member responsible for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and Interim Cabinet Member responsible for Finance & Procurement, Commissioning and Commercialisation**

Key Decision: **Non Key**

Executive Summary

This report presents the Treasury Management Strategy for 2022/23 including:

a) Prudential and Treasury Indicators for the next three years

b) Debt management decisions required for 2022/23 that do not feature within the Prudential or Treasury Indicators (paragraphs 59 to 63)

c) Minimum Revenue Provision Policy 2022/23

d) Annual Investment Strategy for 2022/23

This report has been prepared in accordance with CIPFA Code of Practice for Treasury Management in the Public Services 2011, as revised December 2017. Any relevant changes within the code of practice have been reflected within the Treasury Management Strategy 2022/23.

Proposals

It is recommend that the Council:

a) Adopt the Minimum Revenue Provision Policy (paragraph 25 – 27)

b) Adopt the Prudential and Treasury Indicators (paragraphs 19 – 24, 36 – 42 and Appendix A)

c) Adopt the Annual Investment Strategy (paragraph 66 onwards).

d) Delegate to the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) the authority to vary the amount of borrowing and other long-term liabilities within the Treasury Indicators for the Authorised Limit and the Operational Boundary

e) Authorise the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) to agree the restructuring of existing long-term loans where savings are achievable or to enhance the long-term portfolio

f) Agree that short term cash surpluses and deficits continue to be managed through temporary loans, deposits and money market funds

g) Agree that any surplus cash balances not required to cover borrowing are placed in the most appropriate specified or non-specified investments, particularly where this is more cost effective than short term deposits; and delegate to the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) the authority to select such funds

h) Approve the use of Property Funds (paragraph 73 - 75)

Reasons for Proposals

To enable the Council to agree a Treasury Management Strategy for 2022/23 and set Prudential Indicators that comply with statutory guidance and reflect best practice. Cabinet have considered this report and recommend to Council the proposals.

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

Terence Herbert
Chief Executive

Wiltshire Council

Council

15 February 2022

Subject:	**Treasury Management Strategy 2022/23**
Cabinet member:	**Cllr Richard Clewer – Leader of the Council and Cabinet Member responsible for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and Interim Cabinet Member responsible for Finance & Procurement, Commissioning and Commercialisation**
Key Decision:	**Non Key**

Purpose

1. This report recommends that the Council approve the Prudential and Treasury Indicators, together with the Treasury Management Strategy for 2022/23 following consideration and approval by Cabinet on 1 February.

Background

2. The Council is required to operate a balanced budget. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in appropriately risk assessed counterparties or instruments commensurate within the Council's risk appetite set out in the Strategy, providing adequate liquidity initially before considering investment return.

3. The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

4. The contribution that the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day to day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt

and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

5. CIPFA defines treasury management as:

    "The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

6. Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities. Further details on non-financial investments are given in the Capital Strategy 2022/23.

Reporting Requirements - Capital Strategy

7. The CIPFA revised 2017 Prudential and Treasury Management Codes require for 2022/23, all local authorities to prepare an additional report, the capital strategy, which will provide the following,

    - a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
    - an overview of how the associated risk is managed
    - the implications for future financial sustainability

8. The aim of the capital strategy is to ensure that members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

Reporting Requirements – Treasury Management Reporting

9. Each year, the Council is required to receive and approve, as a minimum, three main reports, which incorporate a variety of policies, estimates and actuals.

    a) Treasury Management Strategy Statement including prudential and treasury indicators, which covers the following,
        - the capital plans (including prudential indicators);
        - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);

- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

b) Mid-year Treasury Management Report, which will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.

c) Annual Treasury Report, which is an outturn position document that provides details of actual performance against a selection of prudential and treasury indicators and actual treasury operational performance compared to the estimates within the strategy for the financial year.

Treasury Management Strategy 2022/23

10. The strategy for 2022/23 covers two main areas,

Capital Issues
- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury Management Issues
- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

11. These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

12. In December 2021 CIPFA published updates to the Prudential and Treasury Management Codes. These updates include changes which will impact on future TMSS reports and the associated risk management framework. A full implementation of these codes will be required for the TMSS 2023/24.

13. In addition to the above, the DLUHC is proposing to tighten up regulations around local authorities financing capital expenditure on investments in commercial projects for yield, and has already closed access to all PWLB borrowing if such schemes are included in an authority's capital programme. The new CIPFA codes have also adopted a similar set of restrictions to discourage further capital expenditure on commercial investments for yield.

Training

14. The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. Training will be arranged as required.

15. The training needs of treasury management officers are periodically reviewed.

Treasury Management Consultants

16. The Council uses Link Group, Treasury Solutions, as its external treasury management advisors.

17. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

18. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

Capital Prudential Indicators (2022/23 –2024/25)

19. The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure and Financing

20. This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The Capital Programme 2022/23 was approved by Cabinet at their meeting on 1 February and is

being considered at this meeting of Council on 15 February 2022. The estimates for future years are based on indicative figures, as part of the Capital Programme, and are therefore subject to change.

Capital Expenditure	2020/21 Actual £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million	2024/25 Estimate £million
General Fund	97.093	131.304	217.419	149.128	160.395
Housing Revenue Account (HRA)	10.114	20.956	45.159	38.309	36.391
Commercial Activities/Non-financial investments*	3.030	11.561	44.538	20.978	0.799
Total	**107.237**	**163.821**	**307.116**	**205.415**	**197.585**

Commercial activities/non-financial investments relate to loans to third parties.

21. The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of Capital Expenditure	2020/21 Actual £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million	2024/25 Estimate £million
Capital Grants & Contributions	51.416	72.873	75.350	87.162	109.236
Capital Receipts	1.703	3.237	3.439	0.250	0.250
Revenue	1.164	0.000	0.000	0.000	0.000
Other	0.000	0.000	0.000	2.000	0.000
HRA	8.486	20.409	26.159	20.309	20.391
Total Financing (non-borrowing)	**62.769**	**96.519**	**104.948**	**109.721**	**129.877**
Net Financing Need – General Fund	44.468	67.302	183.168	77.694	51.708
Net Financing Need – HRA	0.000	0.000	19.000	18.000	16.000
Total Net Financing Need (Borrowing)	**44.468**	**67.302**	**202.168**	**95.694**	**67.708**
Total Financing	**107.237**	**163.821**	**307.116**	**205.415**	**197.585**

The Council's Borrowing Need (the Capital Financing Requirement)

22. The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure

which has not immediately been paid for, through a revenue or capital resources, will increase the CFR.

23. The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with the asset life, and so charges the economic consumption of capital assets as they are used.

24. The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). While these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility by the lease/PFI provider, and so the Council is not required to separately borrow for these schemes. The Council currently has £64.502m of such schemes within the CFR. The CFR projections are summarised in the table below,

	2020/21 Actual £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million	2024/25 Estimate £million
CFR – General Fund	461.606	509.281	670.466	718.435	737.864
CFR – HRA	107.864	99.864	118.864	136.864	152.864
Total CFR	**569.470**	**609.145**	**789.330**	**855.299**	**890.728**
Movement in CFR	**23.295**	**39.675**	**180.185**	**65.969**	**35.428**
Represented by					
Net Financing Need	44.468	67.302	202.168	95.694	67.708
Less MRP/VRP	(12.955)	(15.172)	(17.425)	(24.924)	(27.115)
Less Other Long Term Liabilities (PFI)	(4.218)	(4.455)	(4.557)	(4.801)	(5.165)
Less Other Financing Movements (inc HRA)	(4.000)	(8.000)	0.000	0.000	0.000
Movement in CFR	**23.295**	**39.675**	**180.185**	**65.969**	**35.428**

Minimum Revenue Provision (MRP) Policy Statement

25. The minimum revenue provision (MRP) is the amount set aside for the repayment of the debt as a result of borrowings made to finance capital expenditure.

26. The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the MRP). It is also allowed to undertake additional voluntary revenue payments (VRP) if required.

27. DLUHC regulations have been issued which require full Council to approve an MRP statement in advance of each year. The following MRP policy (section a to d) was

approved in October 2017 following a full review. It is recommended that Council approves the same MRP policy for 2022/23.

    a. MRP for capital expenditure incurred wholly or partly by prudential borrowing or credit arrangements: equal Instalments to be determined by reference to the expected life of the asset. Asset life is deemed to begin once the asset becomes operational. MRP will commence from the financial year following the one in which the asset becomes operational.

    b. MRP in respect of prudential borrowing: equal Instalments taken to meet expenditure, which is treated as capital expenditure by virtue of either a capitalisation direction or regulations, will be determined in accordance with the asset life method as recommended by the statutory guidance.

    c. The Council retains the right to make additional voluntary payments to reduce debt if deemed prudent.

    d. Where the Council issues capital loans to third parties (including to its own commercial companies), the expectation is that the funds lent will be re-paid in full at a future date. Therefore, no MRP will set aside in respect of these loans. MRP will however need to be applied as appropriate if it is determined at any point that any such loan will not be re-paid in full. The position of each loan will be reviewed on an annual basis by the Chief Finance Officer.

Borrowing

28. The capital expenditure plans set out in paragraph 20 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.

Current Portfolio Position

29. The overall treasury management portfolio as at 31 March 2021 and for the position as at 31 December 2021 are shown below for both borrowing and investments.

Treasury Portfolio				
	Actual 31/03/2021 £million	Actual 31/03/2021 %	Current 31/12/2021 £million	Current 31/12/2021 %
Treasury Investments				
Banks	79.975	52.63	114.984	62.19
Building Societies	0.000	0.00	10.000	5.41
Local Authorities	25.500	17.90	0.00	0.00
Money Market Funds	41.977	29.47	59.903	32.40
Total Treasury Investments	**142.452**	**100.00**	**184.887**	**100.00**
Treasury Borrowing				
PWLB	270.123	80.35	268.123	79.91
Market Loans	61.000	18.15	61.000	18.18
Salix	5.034	1.50	6.417	1.91
Total External Borrowing	**336.157**	**100.00**	**335.540**	**100.00**
Net Treasury Investments/ (Borrowing)	**(193.705)**		**(150.653)**	

30. The Council's forward projections for borrowing are summarised in the tables below. These tables show the actual external gross debt, against the underlying capital borrowing need (the CFR), highlighting any over or under borrowing, for both the general fund and the HRA.

External Debt General Fund	2020/21 Actual £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million	2024/25 Estimate £million
Debt at 1 April	**231.327**	**234.157**	**233.540**	**416.708**	**494.402**
Actual/Estimated Change in Debt	2.830	(0.617)	183.168	77.694	51.708
Debt at 31 March	**234.157**	**233.540**	**416.708**	**494.402**	**546.110**
CFR	461.606	509.281	670.466	718.435	737.864
PFI Liability	68.957	64.502	59.944	55.143	49.978
Under/ (Over) Borrowing	**158.492**	**211.239**	**193.814**	**168.890**	**141.776**

External Debt HRA	2020/21 Actual £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million	2024/25 Estimate £million
Debt at 1 April	**106.000**	**102.000**	**94.000**	**113.000**	**131.000**
Actual/Estimated Change in Debt	(4.000)	(8.000)	19.000	18.000	16.000
Debt at 31 March	**102.000**	**94.000**	**113.000**	**131.000**	**147.000**
CFR	107.864	99.864	118.864	136.864	152.864
Under/ (Over) Borrowing	**5.864**	**5.864**	**5.864**	**5.864**	**5.684**

31. Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

32. The Corporate Director of Resources confirms that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This takes into account current commitments, existing plans, and the proposals in this report.

Stone Circle

33. Included in the planned capital programme are loans made to Stone Circle. The amounts are as follows.

Capital Expenditure	2020/21 Actual £million	2021/22 Estimate £million	2022/23 Estimate £million	2023/24 Estimate £million	2024/25 Estimate £million
Loans to Stone Circle	3.030	11.561	44.538	20.978	0.799

34. The Stone Circle loans have been funded entirely by borrowing, which will be funded by revenue savings generated through financial returns from the company, through mark up on the loans and through future dividends. As the Council has maintained an under borrowed position, this means that borrowing has not yet been undertaken to fund this element of the capital programme.

35. Borrowing undertaken to fund capital expenditure, including the loans to Stone Circle, is owned and financed by the Council, regardless of whether any income is received from third party investments. This creates additional credit risk for the Council.

Treasury Indicators: Limits to Borrowing Activity

Operational Boundary

36. The operational boundary is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under borrowing by other cash resources.

37. The operational boundary is based on a prudent estimate of the most likely maximum level of external borrowing for both capital expenditure and cash flow purposes, which

is consistent with other budget proposals. The basis of the calculation for HRA borrowing 2022/23 is the HRA CFR.

Operational Boundary	2021/22 £million	2022/23 £million	2023/24 £million	2024/25 £million
General Fund Debt	533.735	695.023	743.236	763.028
HRA Debt	99.864	118.864	136.864	152.864
Other Long-Term Liabilities	0.200	0.200	0.200	0.200
Operational Boundary	**633.799**	**814.087**	**880.300**	**916.092**

Authorised Limit for External Debt

38. The authorised limit for debt is a key indicator which represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

39. The authorised limit is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

40. The authorised limit is the operational boundary, including an allowance for unplanned and irregular cash movements. It is proposed that an allowance of 2.5% is continued for General Fund borrowing for 2022/23 to 2024/25, but this will be kept under review. The allowance provides for the possibility of additional borrowing during the year as a result of Government support for further schemes and provides headroom where the projection proves too optimistic (payments made earlier or receipt of income delayed against that forecast).

41. There is no allowance in respect of HRA borrowing, so it has been decided that this borrowing should not exceed the CFR.

Authorised Limit	2021/22 £million	2022/23 £million	2023/24 £million	2024/25 £million
General Fund Debt	547.078	712.399	761.817	782.104
HRA Debt	99.864	118.864	136.864	152.864
Other Long-Term Liabilities	0.200	0.200	0.200	0.200
Authorised Limit	**647.142**	**831.463**	**898.881**	**935.168**

42. The following bar/line graph shows external debt against the CFR, operation boundary and authorised limit.

External Debt, CFR, Operational Boundary and Authorised Limit
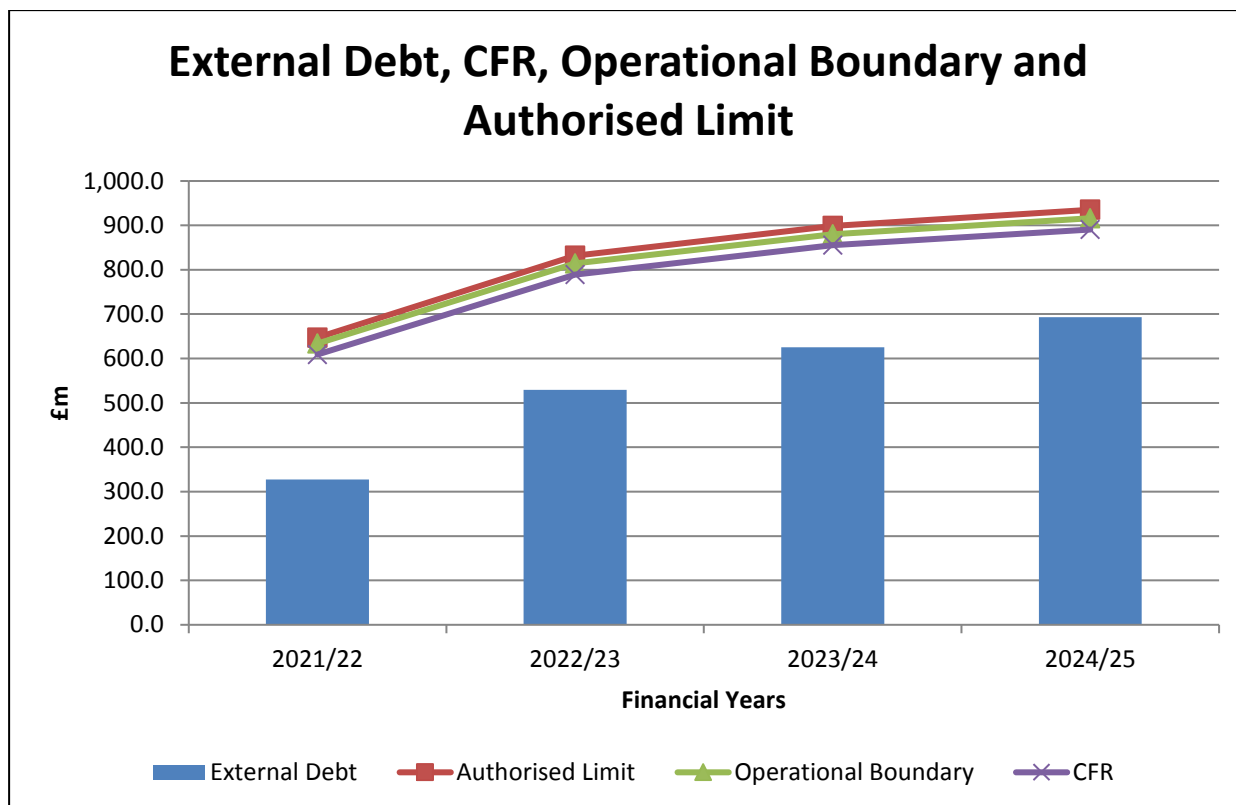
Monitoring and Reporting of the Prudential Indicators

43. Progress will be monitored throughout the year, particularly against the two borrowing limits (operational boundary and authorised limit) above. Cabinet will be kept informed of any issues that arise, including potential or actual breaches.

44. The elements within the Authorised Limit and the Operational Boundary, for borrowing and other long-term liabilities require the approval of the Council. In order to give operational flexibility, members are asked to delegate to the Corporate Director of Resources, the ability to effect movements between the two elements where this is considered necessary. Any such changes will be reported to members.

45. The operational boundary is a key management tool for in-year monitoring. It will not be significant if the operational boundary is breached temporarily on occasions due to variations in cash flow. However, a sustained or regular trend above the operational boundary is considered significant and will lead to further investigation and action as appropriate.

46. Any breach of the operational boundary will be reported to members at the earliest meeting following the breach. The authorised limit will in addition need to provide headroom over and above the operational boundary, sufficient for unusual cash movements, for example, and should not be breached.

Borrowing Strategy

47. The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow have been used as a temporary measure (internal borrowing). This strategy is prudent, as investment returns are low and counterparty risk is still an issue that needs to be considered.

48. Against this background and the risks within the economic forecast, caution will be adopted with the 2022/23 treasury operations. The Corporate Director of Resources & Deputy Chief Executive (S151 Officer) will, through delegation and reporting, monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

    a) if it was considered that there was a significant risk of a sharp fall in long and short-term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed.

    b) if it was considered that there was a significant risk of a much sharper rise in long and short-term rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than projected to be in the next few years.

49. Any decisions will be reported to Cabinet at the earliest meeting following the decision.

Rate and Timing of Borrowing

50. In 2022/23 one PWLB loan will mature and become repayable as follows:

    - £8m in March 2023 (HRA)

51. This loan may be refinanced depending on the Council's overall internal borrowing position, and the nature of the current economic climate

52. The timing of any borrowing is crucial in terms of interest rates and the potential to minimise interest costs. Prior to any actual borrowing the treasury team will, in conjunction with our treasury advisers, proactively manage the interest rate position, using all information available to inform the borrowing decision.

53. It is not always possible to obtain the lowest rates of interest, as there is a risk that unforeseen events can significantly alter the level of rates, however, ongoing active monitoring of rates will mitigate against this risk.

Short Term Cash Deficits

54. Temporary loans, where both the borrower and lender have the option to redeem the loan within twelve months, are used to offset short term revenue cash deficits. They may also be used to cover short term capital requirements until longer term loans become more cost effective. The majority of these loans will be at fixed interest rates, maturing on specific dates. The strategy is that the Council shall utilise temporary loans for any short-term cash deficits that arise in respect of revenue and/or capital.

Short Term Cash Surpluses

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

Longer Term Cash Surpluses (over three months, up to one year)

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

57. Improved returns may be obtained by placing these surpluses in money market funds. The Corporate Director of Resources & Deputy Chief Executive (S151 Officer) has delegated authority to select money market funds and appoint external cash managers within the current approved strategy and it is proposed that this authority is retained.

58. The proposed Investment Strategy for 2022/23 continues to include the use of unspecified investments (e.g. more than 12 months to maturity and for which external professional advice is required) that the Council's treasury adviser may recommend for investment of longer term cash surpluses.

Policy on Borrowing in Advance of Need

59. The Prudential Code issued by CIPFA requires that a council should not borrow more than, or in advance of need purely to profit from the investment of the extra sums borrowed. This Statutory Guidance requires that where borrowing in advance is enacted by a council that the rationale for the decision is clearly set out to ensure that external auditors, tax payers and interested parties are able to hold the council to

account for the reasons for the borrowing. This will be included in the decision- making process

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

61. Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt Rescheduling

62. Rescheduling of current borrowing within the current debt portfolio is unlikely, as there is a very large difference between premature redemption rates and new borrowing rates.

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

Sources of Borrowing

64. Currently the PWLB certainty rate is set at gilts plus 80 basis points for both HRA and Non-HRA borrowing. However, consideration may still need to be given to funding from the following sources for the following reasons,

    a. Local Authorities – Primarily shorter dated maturities out to 3 years or so, as this is cheaper than the certainty rate
    b. Financial Institutions – Primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid the 'cost of carry' or to achieve refinancing certainty over the next few years

65. Our advisors will keep the Council informed as to the relative merits of each of these alternative funding sources.

Annual Investment Strategy

Investment Policy – Management of Risk

66. The DLUHC and CIPFA have extended the meaning of investments to include both financial and non-financial investments. This report deals solely with financial investments, (managed by the treasury management team). Non-financial

investments, i.e. the purchase of income yielding assets, are covered in the Capital Strategy.

67. Council's investment policy has regard to the following,
    - DLUHC Guidance on Local Government Investments ("the Guidance")
    - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the Code").
    - CIPFA Treasury Management Guidance Notes 2018.

68. The Council's investment priorities will be security first, portfolio liquidity second, then yield (return).

69. The above guidance from the MHCLG and CIPFA place a high priority on the management of risk. The Council has adopted a prudent approach to managing risk and defines its risk appetite by the following means,

    a) Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.

    b) Other information ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as credit default swaps and overlay that information on top of the credit ratings.

    c) Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

    d) The Council has defined the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in Appendix B under the categories of 'specified' and 'non-specified' investments.

        I. Specified Investments are those with a high level of credit quality and subject to a maturity limit of one year. Or have less than one year to run until maturity, if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

II. Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

e) Non-specified investments limit. The Council has determined that it will limit the maximum total exposure to non-specified investments to be £30m, in line with the limits for investments for longer than 365 days.

f) Lending Limits, (amounts and maturity) for each counterparty will be set through applying the matrix in paragraph 83 and 85.

g) The Council will set a limit for the amount of its investments which are invested for longer than 365 days (see paragraph 100)

h) Investments will only be placed with counterparties from countries with a specified minimum sovereign rating (see paragraph 85)

i) The Council has engaged external consultants (see paragraphs 16 - 18) to provide expert advice on how to optimise an appropriate balance on security, liquidity and yield, given the risk appetite of the Council in the context of the expected level of cash balances and need for liquidity throughout the year.

j) All investments will be denominated in sterling.

k) As a result of the change in accounting standards for 2020/21 under IFRS 9, the Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31 March 2023)

70. The Council will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance (see paragraph 89). Regular monitoring of investment performance will be carried out during the year.

71. Property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period,

their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

72. The Council will consider an investment in the CCLA Property Fund (a fund tailored to Local Authorities), and investment limits have been set as per non-specified investments.

73. For 2022/23, the Council request approval to consider investments into other Property funds in addition to CCLA. This would provide additional diversification of the Council's investments and the potential for earning a higher investment yield on the core investment balance without detriment to security for this type of investment.

74. Investment in property funds generates an elevated rate of return, and this will almost always introduce a greater level of risk. By carefully considering and understanding the nature of these risks, an informed decision as to the appropriateness of an investment into property funds can be taken.

75. The use of property funds can be deemed capital expenditure, and as such will be an application, (spending), of capital resources. Officers of the Council will seek guidance on the status of any fund it may consider using. Appropriate due diligence will also be undertaken before investment of this type is undertaken.

Third Party Loans

76. The Council has the power to lend monies to third parties. Appendix F sets out the Council's framework within which it may consider advancing loans to third party organisations. This has been reviewed by officers, who have concluded that it is still relevant and fit for purpose.

Changes in Investment Policy from 2021/22

77. The following changes have been made to the investment policy from the previous year:

    - The use of property funds (in addition to the CCLA fund) has been added to investment policy.   An investment in this type of instrument will be used in line with guidance from the Council's treasury advisors, and appropriate levels of core cash balances.

Creditworthiness Policy

78. The Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach, utilising credit ratings from the

three main credit rating agencies - Fitch, Moodys and Standard & Poors. The credit ratings of counterparties are supplemented with the following overlays:

- Watches and outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- Sovereign ratings to select counterparties from only the most creditworthy countries.

79. The above 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:

Colour	Maximum Investment
Yellow	5 years
Dark Pink	5 years (for ultra-short dated bond funds with a credit score of 1.25)
Light Pink	5 years (for ultra-short dated bond funds with a credit score of 1.5)
Purple	2 years
Blue	1 year (only applies to nationalised or semi nationalised UK banks)
Orange	1 year
Red	6 months
Green	100 days
No colour	not to be used

80. The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

81. All credit ratings will be monitored daily. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- In addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

82. Sole reliance will not be placed on the use of this external service. In addition, the Council will also use market data and market information, information on any external support for banks to help support its decision making process.

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

Monetary Limit	Counterparties
Up to £30 million	Money Market Funds
Up to £15 million	UK incorporated banks with a long term credit rating of at least AA
	Overseas banks that have a long term credit rating of at least AA
	Multilateral development banks
	Local authorities and other public bodies
Up to £12 million	Government backed UK banks and UK building societies and their subsidiaries
Up to £10 million	UK incorporated banks with a long term credit rating of less than AA
	Overseas banks with a long term credit rating of less than AA
	UK Building societies
	Government backed overseas banks and their subsidiaries
	HSBC (for balances within the bank account, held on an overnight basis - to differentiate from above bank limit for fixed term deposits)

Changes in Creditworthiness Policy from 2021/22

84. There have been no changes to the Creditworthiness Policy from the previous year.

Other Limits

85. Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

   a. Non-specified investment limit. The Council has determined that it will limit the maximum total exposure to non-specified investments as being £30m.

   b. Country limit. The Council has determined that it will only use approved counterparties from the UK and countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix C. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

   c. Other limits. Limits in place above will apply to a group of counterparties.

Investment Strategy

86. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short term interest rates (i.e. rates for investments up to 12 months)

87. Greater returns are usually obtainable by investing for longer periods. While most cash balances are required to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the potential value from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment Returns Expectations

88. The current forecast for the next increase in bank rate (from 0.25% to 0.50%) is in May 2022.

89. The suggested budgeted investment earnings rates for returns on investments places for periods up to about 3 months during each financial year are as follows,

Year	Budgeted Earnings Rate
2022/23	0.50%
2023/24	0.75%
2024/25	1.00%
2025/26	1.25%
Later Years	2.00%

90. Given the above, for its cashflow generated balances, the treasury officers will seek to utilise the money market funds and short dated deposits, in order to benefit from the compounding of interest.

Changes to Investment Strategy

91. There are now several alternative types of investment opportunities, providing a different approach to funds being invested in traditional money markets.

- Ultra-Short Dated Bond Funds
- Corporate Bonds
- Property Funds

92. There are varying degrees of risks associated with the above investments, which require comprehensive appreciation and assessment. It is not just credit risk that needs to be understood, but liquidity and interest rate/market risk as well, although these can often be intertwined.

93. Investments in property represent a higher level of risk than that taken in the current portfolio, but this is offset by the higher possible level of return. Given the higher level of core cash balances, a potential investment in property funds will form an active part of the investment strategy in this financial year.

Environmental, Social and Governance (ESG) Investments

94. ESG Investments are becoming more a commonplace discussion within the wider investment community, including Local Authorities.

95. Potential changes to the CIPFA Treasury Management Code 2020 will see ESG considerations and possible investments incorporated into the TMSS 2023/24.

96. Our treasury advisors have clarified that the most important issue is ensuring that there is a clear understanding of the ESG risks that the Council is exposed to and evaluating how well it manages these risks

97. In terms of ESG risks, Governance needs to be the most important one when considering treasury investments. This is because poor governance can have a more immediate impact on the financial circumstances of an entity and the potential for a default event that would impact the amount the local authorities receive back from their investments. Those financial institutions that are viewed as having poor/weak corporate governance are generally less well rated in the first instance or have a higher propensity for being subject to negative rating action. So, this element of ESG is of high importance to the Council, as we follow investment guidance with the security, liquidity and yield principle at the core.

98. As highlighted above, there are already touchpoints with the Council's investment strategy, including the incorporation of ESG metrics into credit rating agency assessments. There are also a small, but growing number of financial institutions and fund managers promoting "ESG" products (short term cash investments), which the Council may able to utilise, whilst maintaining the critical principles of security, liquidity and yield.

Investment Treasury Indicator and Limit

99. This investment treasury indicator limits the total funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for any unnecessary borrowing. They are based on the availability of funds after each year end.

100. The Council is asked to approve the treasury indicator and limit:

Upper Limit for Principal Sums Invested for longer than 365 days			
	2022/23	2023/24	2024/25
Principal sums invested for longer than 365 days	£30m	£30m	£30m
Current Investments as at 31 December 2021 in excess of 365 days maturing in each year	£0m	£0m	£0m

Investment Risk Benchmarking

101. The Council will use an investment benchmark to assess the investment performance of its investment portfolio of the relevant SONIA (Sterling Overnight Index Average) rate dependant on the average duration of the fund.

End of Year Investment Report

102. At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

Overview and Scrutiny Engagement

103. The Financial Planning Task Group will consider this report on Friday 11 February 2022.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

108. Wiltshire Council will not intentionally invest in any investment that is not ethical and would not be consistent with our environmental and social policy objectives.

109. Where appropriate, the Council will consider investments that deliver environmental and social benefits, whilst maintaining our Security, Liquidity and Yield criteria.

Risks Assessment

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

111. The Prudential & Capital Indicators and the Annual Investment Strategy take account of the forecast movement in interest rates and allow sufficient flexibility to be varied if actual movements in interest rates are not in line with the forecast.

112. The Council's treasury adviser is currently reporting the following in terms of investment and borrowing rates,

   a) Investment returns are expected to improve in 2022/23. However, while markets are pricing in a series of bank rate rises, actual economic circumstances may see the rates fall short of these elevated expectations.

   b) Borrowing interest rates fell to historically very low levels as a result of the covid crisis and the quantitative easing operations of the Bank of England. However, the policy of avoiding new borrowing by using spare cash balances has served the Council well over the last few years.

113. As Link's long-term forecast (beyond 10 years) for Bank Rate is 2.00%, and some PWLB rates are currently under 2.00%, there remains value in considering long-term borrowing from the PWLB where appropriate.

114. While the Council will not be able to avoid borrowing to finance new capital expenditure in the future, or to replace maturing debt, there will be a cost of carry (the difference between higher borrowing costs and lower investment returns), to any new short or medium term borrowing that causes a temporary increase in cash balances, and this position will, most likely, incur a revenue cost.

Financial Implications

115. Capital Programme figures included within this report are based on the Capital Programme budget that forms part of the overall budget setting for the council. The capital budget for 2022/23 is higher than the value of programme that has been delivered in previous years. If programme delivery is in line with previous years, using the capital programme figures has the effect of overstating some of the estimated figures in the report, such as the Capital Financing Requirement and the under-borrowed position of the council.

116. Other financial implications have been examined and are implicit throughout the report.

Workforce Implications

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

Legal Implications

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

Options Considered

119. Future consideration will be given to alternative borrowing and investment options to improve the cost effectiveness of and return on treasury activities for the Council.

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

121. It is recommended that the Council approves and adopts the Treasury Management Strategy for 2022/23, as follows,

   a) Adopt the Minimum Revenue Provision Policy (paragraph 25 – 27)

   b) Adopt the Prudential and Treasury Indicators (paragraphs 19 – 24, 36 – 42 and Appendix A)

   c) Adopt the Annual Investment Strategy (paragraph 66 onwards).

   d) Delegate to the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) the authority to vary the amount of borrowing and other long-term liabilities within the Treasury Indicators for the Authorised Limit and the Operational Boundary

   e) Authorise the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) to agree the restructuring of existing long-term loans where savings are achievable or to enhance the long-term portfolio

   f) Agree that short term cash surpluses and deficits continue to be managed through temporary loans, deposits and money market funds

   g) Agree that any surplus cash balances not required to cover borrowing are placed in the most appropriate specified or non-specified investments, particularly where this is more cost effective than short term deposits; and delegate to the Corporate Director of Resources & Deputy Chief Executive (S151 Officer) the authority to select such funds

   h) Approve the use of Property Funds (paragraph 73 - 75)

Andy Brown
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Background Papers

None

Appendices

Appendix A   Prudential and Treasury Indicators 2022/23, 2023/24 and 2024/25
Appendix B   Specified and non-specified Investments
Appendix C   Approved countries for investments
Appendix D   Treasury Management Scheme of Delegation
Appendix E   Role of the Section 151 Officer
Appendix F   Third Party Loans Policy

Capital Prudential and Treasury Indicators for 2022/23 – 2024/25

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

Affordability Prudential Indicators

2. The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators,

Ratio of Financing Costs to Net Revenue Stream

3. This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream

	2020/2021 Actual (%)	2021/22 Estimate (%)	2022/23 Estimate (%)	2023/24 Estimate (%)	2024/25 Estimate (%)
General Fund	6.4	5.9	6.3	9.0	12.0
HRA	13.7	12.9	11.7	13.6	15.5

4. The estimates in financing costs above include current commitments and the proposals in this budget report.

Maturity Structure of Borrowing

5. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

6. In order to protect the Council from interest rate risk and to safeguard the continuity of treasury management financing costs, the following limits have been adopted. This sets out the structure of our debt portfolio and limits the exposure to changes in interest rates.

Maturity Structure of Fixed Interest Rate Borrowing 2022/23		
	Lower (%)	Upper (%)
Under 12 months	0	25
12 months to 2 years	0	25
2 years to 5 years	0	45
5 years to 10 years	0	75
10 years and above	0	100

7. In addition to the indicators (above) it is considered prudent that, under normal circumstances, no more than 15% of long term loans, excluding LOBO loans, should fall due for repayment within any one financial year and 25% in the case of LOBO loans, where maturity is deemed to be the "next call option date".

Treasury Management Practice (TMP) 1
Credit and Counterparty Risk Management

Specified Investments.

1. All such investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' quality criteria.

Non-Specified Investments.

2. These are any investments which do not meet the specified investment criteria.

3. A maximum of £30 million will be held in aggregate non-specified investments.

Credit and Counterparty Risk

4. A variety of instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories.

5. The criteria applying to institutions or investment vehicles are as follows,

	Minimum credit criteria/ colour band	Maximum maturity period
Specified Investments		
DMADF – UK Government	N/A	6 months
UK Government Gilts	UK sovereign rating	12 months
UK Government Treasury Bills	UK sovereign rating	12 months
Bonds issued by multilateral development banks	AAA	6 months
Money Market Funds CNAV	AAA	Liquid
Money Market Funds LVNAV	AAA	Liquid
Money Market Funds VNAV	AAA	Liquid
Ultra Short Dated Bonds (1.25)	AAA	
Ultra Short Dated Bonds (1.5)	AAA	
Local Authorities	N/A	12 months
Term Deposits with Banks and Building Societies	Blue	12 months
	Orange	12 months
	Red	6 months
	Green	100 days
	No Colour	Not for use
Certificates of Deposit or Corporate Bonds	Blue	12 months
	Orange	12 months
	Red	6 months
	Green	100 days
	No Colour	Not for use
Gilt Funds	UK sovereign rating	

Non-Specified Investments		
Term Deposits with Banks and Building Societies	Purple Yellow	2 years 5 years
UK Government Gilts	UK sovereign rating	50 years
Property Fund (CCLA)	N/A	N/A
Property Funds	N/A	N/A

6. The criteria in this appendix are intended to be the operational criteria in normal times. At times of heightened volatility, risk and concern in financial markets, this strategy may be amended by temporary operational criteria further limiting investments to counterparties of a higher creditworthiness and / or restricted time limits.

Accounting treatment of investments.

7. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

Monitoring of Investment Counterparties

8. The credit rating of counterparties will be monitored regularly. The Council receives credit rating information from Link as and when ratings change, and counterparties are checked promptly. On occasion, ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately, and if required new counterparties which meet the criteria will be added to the list.

Approved Countries for Investments

This list is based on those countries which have sovereign ratings of AA- or higher (the lowest rating from Fitch, Moody's and S&P is shown) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

Rating	Country
AAA	Australia
	Denmark
	Germany
	Luxembourg
	Netherlands
	Norway
	Singapore
	Sweden
	Switzerland
AA+	Canada
	Finland
	U.S.A.
AA	Abu Dhabi (UAE)
	France
AA-	Belgium
	Hong Kong
	Qatar
	UK

Treasury Management Scheme of Delegation

Full Council

1. Receiving and reviewing reports on treasury management policies, practices and activities;

2. Budget consideration and approval;

3. Approval of annual strategy.

Cabinet

1. Approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;

2. Budget consideration and proposal;

3. Approval of the division of responsibilities;

4. Receiving and reviewing regular monitoring reports and acting on recommendations;

Scrutiny – Finance Task Group

1. Reviewing the treasury management policy and procedures and making recommendations to the responsible body.

The Treasury Management Role of the Section 151 Officer

1. Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;

2. Submitting regular treasury management policy reports;

3. Submitting budgets and budget variations;

4. Receiving and reviewing management information reports;

5. Reviewing the performance of the treasury management function;

6. Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;

7. Ensuring the adequacy of internal audit, and liaising with external audit;

8. Approving the selection of external service providers and agreeing terms of the appointment.

9. Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe.

10. Ensuring that the capital strategy is sustainable, affordable and prudent in the long term and provides value for money

11. Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Council

12. Ensuring that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing

13. Ensuring the proportionality of all investments so that the Council does not undertake a level of investing which exposes the Council to an excessive level of risk compared to its financial resources

14. Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities

15. Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees

16. Ensuring that members are adequately informed and understand the risk exposures taken on by the Council

17. Ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above

18. Creation of Treasury Management Practices which specifically deal with how non-treasury investments will be carried out and managed.

Third Party Loans Policy

1. Government changes in the way councils are funded has prompted local authorities to look at more innovative ways of supporting business plan objectives.

2. The primary aims of any investment, in order of priority, are the security of its capital, liquidity of its capital and to obtain a return on its capital commensurate with levels of security and liquidity. These aims are crucial in determining whether to proceed with a potential loan.

3. Whilst the Council does not wish to become a commercial lender in the market place it can use its ability to borrow, at relatively economic rates, to support the delivery of improved outcomes for the residents of Wiltshire. At the same time this will facilitate the creation of a relatively modest income stream to support the Council's overall financial resilience. All third party loans must demonstrate alignment to the Council's core objectives and priorities.

4. The intention of this policy is therefore to establish a framework within which the Council may consider advancing loans to third party organisations.

Types of Loan

Loans Defined as Capital Expenditure

5. The acquisition of share capital or loan capital in any corporate body is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003.

6. A loan, grant or financial assistance provided by this Council to another body will be treated as capital expenditure if the Council would define the other bodies use of those funds as capital had it undertaken the expenditure itself.

7. Loans of this nature will be included in the Council's approved capital programme.

8. The Council's Minimum Revenue Provision (MRP) Policy sets out the MRP requirements in respect of capital loans.

   Other Loans

9. Other loans refers to loans that do not meet the definitions of capital expenditure but still support the delivery of the Council's core objectives and priorities. Examples of this type of loan include working capital loans to the Council's Local Authority Trading Companies (LATC's) and loans to Wiltshire Schools to enable Academy conversion.

Loan Framework

10. All loans, with the exception of loans to Wiltshire Schools to enable Academy conversion, must be secured against an asset or guaranteed by a public sector organisation with tax raising powers.

11. The maximum loan to value will not exceed 80%.

12. The maximum duration of the loan will be 25 years but the loan period must not exceed the useful life of the asset.

13. An independent valuation of the asset upon which the loan is secured will be undertaken by the Council.

14. A robust business case must be developed that demonstrates that the loan repayments are affordable.

15. The on-going value of the asset(s) that the loan has been secured against will be valued on a 5 year basis. A charge to revenue may be required if the equity value falls below the debt outstanding or if it becomes clear that the borrowing organisation is unable to service the debt.

16. Guarantees will be called upon if the lending organisation falls into arrears of more than 12 months.

17. Given the administrative costs incurred in both establishing and managing loans of this nature an administration/arrangement fee will be applied to each loan made. The arrangement fee will be no more than 1.0% of the value of the loan value.

18. All loan proposals (including any loan re-scheduling) must be agreed with the Corporate Director of Resources in conjunction with the Council's Treasury Management team.

Limits

19. No specific maximum limits are proposed but all loans must be approved as set out above.

20. Loans less than £0.250 million will not be considered.

Subsidy Control and Interest Rates

21. Following the UK exit from the EU the State Aid Rules ceased to have effect. The UK then became subject to the subsidy control provisions of the World Trade Organisation (WTO), existing Free Trade Arrangements (FTA), and those of the Trade and Cooperation Agreement (TCA). This change came into effect on 1 January 2021. These three set of controls have different definitions and provisions. However, it is unlikely that Wiltshire Council will be in breach of WTO and FTA arrangements if it observes the TCA Subsidy Control Provisions. It is expected that the control regime will be monitored and enforced by a body established by HM Government similar to the Competition and Markets Authority. HM Government's Technical Note on Subsidy Control observes that there may be a consultation in early 2021 to determine a "bespoke approach" with secondary legislation to follow. Nonetheless the TCA subsidy controls are enforceable now through the UK Courts.

22. The principles and terminology contained in the TCA subsidy control reflect State Aid legislation. It is to be expected that the new regulator and the Courts when implementing TCA subsidy control will have in mind the previous State Aid procedures and that there will be analogous reasoning. In general, the parameters of the new scheme will not permit subsidies from state bodies that amount to "financial assistance" to be made which confers an economic advantage on one or more economic actors not available on market terms. This, the TCA specifically identifies, includes a direct or contingent transfer of funds such as direct grants, loans or loan guarantees. Not for profit organisations often undertake commercial activities in order to support the delivery of non-commercial activities and so can be classified as "economic actors" falling into this control regime. An economic advantage given to an actor will not be a subsidy if the state is acting in a way that a rational private investor would, for example in providing loans or capital on terms that would be acceptable to a genuine private investor who is motivated by return and not policy objectives. This is because the beneficiary is not considered to be obtaining an advantage from the State but on the same terms that it could have obtained on the open market.

23. Until further certainty is given by proposed legislation and regulators the actual interest rate charged on third party loans will be set with reference to the minimum permitted within State Aid rules operational in the EU at the time of fund advance and the Council's cost of borrowing plus an appropriate credit risk margin, whichever is higher.

24. If there is any doubt as to whether Subsidy Control may be an issue, Legal advice must be sought.

Governance Arrangements

25. Loans Defined as Capital Expenditure require Cabinet approval in order to be added to the Capital Programme supported by a full business case.

26. The Corporate Director of Resources has delegated authority for awarding loans to schools, in order to assist with their conversion process to become an academy. Specific delegation was awarded by Cabinet at their meeting of 17 May 2016, minute number 63.

27. All other loans must be approved by Cabinet supported by a full business case. Specific details in relation to drawdown of approved loan facilities must be specified as part of each business case.

28. Due-diligence checks will be undertaken to test the underlying assumptions set out in each business case. These checks will include but are not limited to independent credit checks and future cashflow forecasts.

Financial Risk

29. Where the Council issues capital loans to third parties (including to its own commercial companies), the expectation is that the funds lent will be re-paid in full at a future date.

30. However, the Council is required to consider the potential impairment of all loans that it issues to third parties on an annual basis to comply with International Financial Reporting Standards (IFRS 9). Where it is considered that there is a risk that any loan will not be re-paid, the Council will need to consider the level of any impairment, in full or in part) as appropriate. Impairments represent a real financial cost to the Council and are charged to the Council's General Fund revenue budget.

Exemptions

31. Exemptions to this policy may be considered but any exemption will need to be approved by Full Council.

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COUNCIL – 15 FEBRUARY 2022

BUDGET DEBATE PROCESS

1. **Introduction by Chairman**

   - Remind councillors about circulated paperwork
   - To clarify process to be followed

2. **Councillor Richard Clewer - Leader of the Council and Cabinet Member with responsibility for Finance**

   - To deliver the budget speech
   - No time limit on speech

3. **Councillor Graham Wright - Chair of Overview and Scrutiny Management Committee**

   - To present the report of the Committee on the consideration of the Financial Plan – 25 January 2022
   - To highlight particular areas of discussion
   - No time limit on speech

4. **Councillor Pip Ridout – Chair of Financial Planning Task Group**

   - To report on the work of the Financial Planning Task Group in respect of the Budget
   - No time limit on speech

5. **Public Participation**

6. **Group Leaders – Response to Budget**

   - Group Leaders to respond to the recommendations of Cabinet and Councillor Clewer's motion
   - No time limit on speeches

7. **Tabled amendments - Cllrs Gavin Grant and Ian Thorn**

   - Motion moved and introduced
   - Chairman of Overview and Scrutiny Committee to present report of 8 February 2022
   - Group Leaders given opportunity to respond, and then widen debate to other Members.
   - Mover of amendment to have right of reply, followed by final right of reply from mover of the original budget motion

8. **Group Leaders – Opportunity for amendments** *(if applicable)*

- After tabled amendments other Group Leaders' opportunity to move amendments to the motion – each amendment needs to be seconded and the seconder may reserve their speech until later in the debate.
- Meeting may need to adjourn to enable validity and deliverability of motion to be reviewed.
- Debate on each amendment to budget – Group Leaders to be asked to speak first on any amendments, then widen debate to other Members.
- Movers of an amendment have a right to reply, followed by Cllr Clewer (as mover of original motion).

9. **Other Members – Amendment** *(if applicable)*

- Each Member to speak once only
- Debate and vote on amendment
- Proceed to next amendment and repeat process

10. **The Substantive Motion**

(This could be the original motion or the motion as amended)

- Debate on the substantive motion
- Member to speak only once (may speak separately on any amendments)
- Cllr Clewer has right of reply at close of debate
- Substantive motion debated and put to the vote
- Budget set

BUDGET PAPERS 2022/23

1 **Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25**

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

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

Report on the Budget proposals for 2022/23 (Pages 75–106)

Appendix 1 – Medium Term Financial Strategy 2022/23-2024/25 (Pages 107-118)

Appendix 2 - Capital Strategy 2022/23 to 2029/30 (Page 157-170)

Budget Papers published 12 January 2022
Appendix 1 (including Annex 9 Fees and Charges) and Appendix 2 published 24 Jan 2022
Final Draft 7 February 2022

Wiltshire Council

Full Council

15 February 2022

Subject:	**Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25**
Cabinet Member:	**Cllr Richard Clewer – Leader of the Council**
Key Decision:	**Key**

Executive Summary

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

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

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

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

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

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

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

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

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

Proposals

Cabinet recommends to Council:

a) That a net general fund budget of 2022/23 of £417.703m is approved;

b) That the Councils Tax requirement for the Council be set at £311.192m for 2022/23 with an average Band D of £1,638.16, an increase of 91p per week;

c) That the Wiltshire Council element of the Council Tax be increased in 2022/23 by the following:

   i. A 1.99% general increase;
   ii. Plus a levy of 1% to be spent solely on Adult Social Care;

d) That the Corporate Leadership Team be required to meet the revenue budget targets for each service area as set out in Appendix 1 to this report, for the delivery of Council services in 2022/23;

e) Approves the changes in the fees and charges as set out in the report;

f) That the Capital Programme 2022/23 to 2029/30 is approved;

g) That the Capital Strategy set out in Appendix 9 is approved;

h) That the Housing Revenue Account (HRA) budget for 2022/23 is set at £24.173m;

i) That a 4.1% increase is set for social dwelling rents, except for rents currently over the formula rent which will be capped at formula rent as per national guidance;

j) All service charges related to the Housing Revenue Account (HRA) being increased to cover costs and garage rents increased by 4.1%;

Endorses the Medium Term Financial Strategy and the forecast budget gap, after the utilisation of the budget equalisation reserve, of £10.705m for the 2024/25 financial year with regular updates to be received on delivery against strategy and addressing the forecast budget gap.

Reason for Proposals

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

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

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

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

Terence Herbert – Chief Executive

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

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

Wiltshire Council

Full Council

15 February 2022

Subject:	Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Cabinet Member:	Cllr Richard Clewer - Leader of the Council
Key Decision:	Key

Purpose of Report

1. This report sets out the Cabinet's proposals for the Council's Budget 2022/23 and Medium Term Financial Strategy (MTFS) 2022/23-2024/25.

2. It also sets out the Council's Capital Programme 2022/23 to 2029/30, the Housing Revenue Account (HRA) budget 2022/23 and the Dedicated Schools Grant (DSG).

3. The detailed assumptions underpinning the Cabinet's proposals are set out and the Section 151 Officer's opinion on the robustness of the budget estimates for 2022/23 and the adequacy of the Councils reserves, including the general fund reserve, as required under section 25 of the local government act 2003.

Relevance to the Council's Business Plan

4. The council must set a balanced budget for the financial year 2022/23 and setting out the MTFS for future years supports effective decision making and the alignment of the Councils resources to deliver the priorities and objectives as set out in the new Business Plan.

5. The 2022/23 budget proposals therefore look to ensure resources are focused and equally, where required, savings do not undermine the delivery of the Business Plan principles that were established in 2021:

   - **Empowered People** We want every child to have the best start and life and we will help develop the communities and facilities that enable all residents to enjoy good physical and mental health to live active lives. This includes ensuring that they are safe throughout their life.

   - **Resilient Society** We want people in Wiltshire to build positive relationships and live well together, to be able to get involved, influence and act on what matters in their local communities. We want our communities to be able to grow sustainably with access to arts, heritage and culture and have easy access to high quality and affordable housing in beautiful places.

- **Thriving Economy** We want to continue to grow the skills of our local workforce, nurture the opportunities available to them and for our economy to thrive. We must mitigate the impacts of COVID-19 on our children's education so that they can prosper and as a county we can attract and retain high value businesses and investment. As we continue to move forward, we must ensure everyone can take advantage of a sustainable economy with vibrant, well-connected settlements.

- **Sustainable Environment** The Council has committed to becoming carbon neutral by 2030 and we now must take the lead and support the whole county as it strives for the same. Together, we must take responsibility for the environment and ensure it is well used, cherished, protected, conserved and enhanced.

Background

6. The Update on the Medium Term Financial Strategy 2022/23 report presented to Cabinet on 11 January 2022 set out the latest budget gap and details of the Provisional Local Government Finance Settlement for 2022/23. As a result of the ongoing pressures faced by Local Government the settlement included some additional funding as well as a new grant, which saw the provisional settlement bring in £12.5m of additional grant funding for the council to support the delivery of local services.

7. Even with this the additional funding the budget gap for 2022/23 stood at £27.7m, rising to £59.2m by 2024/25, before any saving proposals, and already factored in a planned rise of 1.99% in council tax.

8. In the setting of the 2021/22 budget in February 2021, at the height of the third wave, and the financial management approach during the 2021/22 financial year the Council has looked to set aside funding in reserves to provide for financial risks the council faces such as latent demand and to also allow one-off funding to allow the council time to transform its services and service delivery to ensure it is financially resilient and sustainable in the long-term.

9. Cabinet and the Corporate Leadership Team have continued to review the growth, inflation and demand estimates on which the budget is based with a focus on reasonably challenging and bringing these estimates down either through the latest known forecast data or through mitigation actions that will be taken in 2022/23.

Main Considerations for the Council

10. The Cabinet is proposing a balanced budget for 2022/23, a budget that ensures funding for vital services to continue during the ongoing pandemic as well as ensuring the resources are provided to ensure the delivery of the new business plan.

11. In achieving this the Cabinet has duly considered the current position on Wiltshire's residents and businesses and has felt that the provision of vital services to protect the vulnerable and continue the running of key services is

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

12. The Council receives nearly 90% of its funding from local taxes, business rates and council tax, and is therefore dependent on increases in these to deliver services to Wiltshire's residents, communities, and businesses.

13. Wiltshire does not receive any Revenue Support Grant (RSG) from Whitehall, and we still await funding reforms that will ensure Local Government receives the funding, particularly for Social Care, it needs to deliver vital services. Even with the provisional settlement from Government of an additional £12.5m, the level of specific grant funding Wiltshire receives from Government to fund core local services stands at £49m (12%).

14. In having sufficient funds to enable the funding of vital services, specifically in relation to Adult Social Care, the Cabinet is proposing that the Government permitted additional 1% Adult Social Care levy is taken in 2022/23.

15. Therefore for 2022/23 the Cabinet is proposing a 1.99% general increase in Council Tax with a 1% levy specifically for Adult Social Care. The levy will raise £3m and will help to fund the £7m of growth that has been built into the Adult Social Care budget.

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

17. Cabinet have also continued to set aside £1m a year to support Wiltshire's market towns, maintaining the commitment made in the 2021/22 budget.

18. Further detail on spending for services is provided in the report. The MTFS appendix contains further detail on inflation, growth and savings for individual services provided by the Council.

19. To provide a simple overview on where monies are spent, for every £100 of core funding we receive to fund services, we spend:

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

20. As reported to Cabinet on the 11 January 2022, after the announcement of the provisional settlement there remained a £27m budget gap. The proposals contained in this report provide the detail on how the budget gap will be closed which, after small changes in demand, is achieved through the proposed 1% levy

on Adult Social Care, raising an additional £3m to funds the £7m growth in Adults, and new saving proposals totalling over £24m.

People Services - £235m annual spend on services

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

21. There are a number of service areas within the Living and Ageing Well directorate and a key objective is to maintain and promote independence for individuals and their unpaid carers who experience physical, cognitive and sensory difficulties.

22. We have an increasing focus on approaches and services that aim to intervene early when there is a change in circumstance and prevent and delay need. This could be through the provision of timely information and advice by the Advice and Contact team or as a result of input from the new Prevention and Well Being service and their work with individuals to build social and community networks and resources that can offer support. This is in addition to the work of Wiltshire Council Reablement service that provides an intensive period of support to regain confidence or build new skills.

23. Where people have longer term and more complex needs, the budget allocated to the Living and Ageing Well directorate ensures that individuals and their unpaid carers receive appropriate care and support in the community that maintains and promotes independence and well being with a focus on support people to remain in their own homes wherever possible.

24. We work closely with our community health partners to prevent someone going into hospital by responding rapidly in an emergency and ensuring the right health and care support is available in their own home. When a hospital stay has been necessary, our social care teams work with families to ensure they have the correct care when they are discharged, whether that is short term reablement focused support or exploring longer term care options.

25. The right housing is a key determinant of Living and Ageing well and the Housing operations service area will maximise the opportunities to prevent and sustain tenancies, reduce homelessness and placements into temporary accommodation as well as providing advice and support to rough sleepers to help them move into sustainable accommodation with on going support. We will make best use of the DFG budget to increase hospital discharges and decrease residential placements as well as creating a reduced need for long term domiciliary care as adaptations maximise independence. Our private sector housing team will provide advice and support to landlords to improve properties in the private rented sector and take enforcement action as required as well as looking to improve properties with an EPC rating of E or below. We will review and consult on our current allocations policy to make the process more efficient for our customers to ensure we meet the highest needs and Council priorities.

26. The Government has announced reforms to Adult Social Care that will take effect from 1 October 2023. These reforms include a raising of the threshold for savings that determines that a person is a self-funder from £23,250 to £100,000; a cap on the cost of care for a person at £86,000; and a commitment that Councils will pay a fair price for care.

27. In setting the MTFS it has been assumed that these reforms will be cost neutral to the Council, with Government funding covering the cost of the reforms. At this early stage it is unclear the extent to which this is the case but given the high proportion of self-funders in Wiltshire this must be considered a significant financial risk to the Council.

28. Although the reforms will not take effect until halfway through the 2023/24 financial year there will be implementation costs that start to be incurred, particularly in respect of market sustainability and a fair cost of care, in 2022-23. These costs will be contained within the Council's allocation from a new grant starting in 2022-23.

29. In setting the budget for 2022/23 account has been taken of demographic pressures that will see more people requiring support, and the rising cost pressures that providers face due both to general inflation, and sector specific cost pressures including the particular costs that infection control requirements have in social care settings.

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

30. There are a number of service areas within the Whole Life Pathway directorate whose key objective is to maintain and promote independence for individuals, their families and their unpaid carers who have complex mental health and long terms neurological and cognitive conditions.

31. We work with people at an early point to prevent and delay crisis and psychiatric hospital admissions and highly restrictive (and therefore high cost) packages of care.

32. This can sometimes be through the provision of timely information and guidance by the Advice and Contact team in Aging and Living Well directorate, however, nearly all of our service users are already known to services and most come through to our teams directly through transitions from children's services, the person's GP and or secondary mental health services.

33. As people who are supported by the Whole Life Pathway directorate are likely to have longer term and more complex needs, the budget allocated to the directorate is used to support individuals and their unpaid carers to receive appropriate care and support in the community that is self-directed, promotes independence and enables and empowers people with a learning disability and or autism to live successfully in their local community. The budget also is used to support those with a mental health condition to recover from a period of illness to continue to access the local community and live alongside their friends and family. The directorate has a strong focus on supporting people to live in Wiltshire, return to Wiltshire if they have been placed outside of the county and thrive in Wiltshire.

34. We work closely with our community and mental health and voluntary sector partners to achieve this. We advocate on behalf of our service users to live independently and to be able to engage with employment, education, training and local community-based activities. We work closely with our Aging and Living

Well colleagues as housing plays a key role in maximising and securing tenancies for the most vulnerable.

35. Our Community Services which are the provider arm of the directorate support individuals in our day centres and respite units to offer support to family members and unpaid carers. Our Enablement and Outreach service and our Intensive service provide additional support to our service users in their own home and in the wider community to maximise their independence and to enable them to live successfully and safely in the community and not in long stay institutions.

36. It is the role of the directorate to promote individuals' rights, highlight and address social injustice, ensure the wider adult population are safeguarded and where necessary implement the Mental Capacity Act and the Mental Health Act, (where appropriate), through our Deprivation of Liberty Safeguard Team, our Approved Mental Health Practitioner Teams and the Emergency Duty Service.

37. The Whole Life Pathway's budget also supports the delivery of services for refugees and those resettling into Wiltshire from countries across the globe.

38. As with the Living and Ageing Well directorate, the budget for 22/23 contains growth to cover demographic pressures that will see more people requiring support, and the rising cost pressures that providers face.

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

39. The school effectiveness service fulfills the statutory duty relating to standards of education in schools. The team of school effectiveness officers monitor and support all schools to be at least good and secure high standards. All local authority maintained schools benefit from the School Improvement Adviser programme with each school working with a dedicated officer. This service also has responsibility for safeguarding across all education settings, including early years, auditing arrangements and providing relevent training for all practiners. In addition there is statutory spend on premature retirement costs in schools, the majority relating to historcial commitments from previous years where schools have restructured usually following a period of financial difficulty.

40. The Council has a statutory duty to ensure there are sufficient school places available; the school schools buildings team work with school leaders and the Regional Schools Commissioner to deliver the School Place Planning Strategy.

41. The Targeted Education Service fulfils the Council's statutory duties around education provision for looked-after and previously looked-after children along with the promotion of the educational outcomes of all children with a social worker. It also leads on the Council's duties relating to school attendance, permanently excluded pupils and alternative provision, in addition to promoting the education outcomes across disadvantaged or vulnerable groups.

42. The SEND and Inclusion Service leads and manages the statutory education health and care plan (EHCP) process. These plans are issued where a child requires additional support beyond what a school college or nursery can typically deliver from their standard offer. The service ensures statutory partner support during the assessment stage and via issued plans to ensure that children with SEND have a package of support to help them through to adulthood (until they

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

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

43. Over the last 10 years the families and children service has seen an increase in demand through all stages of early help and social care and at rates higher than population growth for the same period (+2.4% since 2011). The most significant increases are seen around our child protection activity and this mirrors the national study undertaken by the Association of Director of Children's Services (ADCS). In response the service has adapted systems effectively to ensure timely support is provided to families and children. The rate of children subject to children in need, (CIN,) child protection (CP) and children in care (CiC) are now lower than England averages and more in line with authorities judged Outstanding by Ofsted. The Early Support hub continues to offer consultations to professionals providing advice and guidance pre-referral. Q1 2021-22 recorded 299 consultations, of these 40% were diverted away from the front door meaning professionals did not make unnecessary referrals but were signposted to the most appropriate services.

44. Early Support includes the Local Authority's in house 'Support' threshold offer as well as the partnership Early Support Assessment and Team Around the Child and Family model. Currently the service is working with on average 600 children at a support level preventing escalation to statutory levels. The Stronger Families Team continue to work with older children who are on the edge of coming into care, or at risk of county lines involvement or risk of requiring contextual safeguarding through intensive and targeted support work. Now 80% are diverted from care with the majority continuing to live with their family.

45. Children in care (including children with a disability) benefit from very good placement stability with a higher proportion placed with Wiltshire Council foster carers. We know there remains more to do to ensure sufficiency of good placements that are matched to the needs of children looked after by the Council, and of suitable housing for care leavers. This work is being taken forward under the Fostering Excellence agenda and through our Market Sufficiency Strategy. The investment for 2022-23 is driven by volume estimates of children in care and inflation on commissioned placements which reflects the forecast Bank of England CPI rate for 2022-23.

46. Good staff retention and balanced caseloads help to ensure a high quality service, however there remain harder to recruit to posts. We are keenly aware of the level of competitiveness within the social work recruitment marketplace and the need to ensure Wiltshire Council remains an attractive employer for new and experienced social work staff. Modelling is underway around post pandemic demand and the associated pressure this will place on caseloads which, will need to be carefully monitored in light of the national recruitment challenges.

Place Services - £93m annual spend on services

47. Place services help communities to be stronger and more resilient. By taking an integrated place-based approach our services work together as "One Council" and with external partners to develop the economy, ensuring we protect and enhance the environment and meet our carbon neutral commitment.

48. Place services support Wiltshire's communities to live healthy and active lives through the provision of leisure, culture and arts services, and the promotion of sustainable and active travel. We plan for the future in terms of housing, employment space and associated highways and infrastructure, ensuring that development and planned growth is high quality and meets the needs of our communities now and in the future.

49. We continue to deliver a large programme of highways maintenance to ensure residents and visitors travel safely in the county. We continuously look at options to improve connectivity and transport choices for our communities, and at the same time aim to decarbonise transport.

50. As well as providing home to school transport for 11,000 pupils, or Passenger Transport team provides transport for 1,400 pupils with special needs, over 80,000 concessionary fare users and subsidise bus services for our rural areas.

51. As the Lead Local Flood Authority, we invest and work with volunteers and other agencies to reduce the risk of flooding, and better prepare for flood events.

52. In 2019, The Council acknowledged that there is a climate emergency and through the Climate Strategy will support both Council services and Wiltshire communities to mitigate the effects of climate change and support our goal to become carbon neutral by 2030.

53. In response to the new Environment Act 2021 we will review how we deliver effective and efficient waste management and recycling services. Currently managing around 226,000 tonnes of waste collections annually from 221,000 households we will ensure that these services are fit for purpose and future proofed with zero avoidable waste to landfill. We will continue to protect the environment by championing sustainable development and encouraging others to take responsibility for their impact on the environment & our residents, protecting and safeguarding public health by promoting and ensuring safe and legal foods, goods, services, and workplaces.

54. As one of the largest Local Planning Authorities in the country, both in terms of geographic area and the number of applications we process, we deliver effective and creative place shaping balancing the needs of communities, businesses, and the environment through the Council's Local Plans and Transport Plans and support communities to undertake Neighbourhood Plans. The Planning service determine more than 90% of applications with agreed timescales and currently has 59% market share of Building Control activity.

55. Throughout the Covid-19 pandemic Place Services delivered a successful programme of Covid Business support grants making 34,000 grant payments totalling £176.4m. The focus for 2022 will be on economic recovery, working with

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

56. Place services will ensure our leisure centres and libraries are well maintained, fit for purpose and accessible to all supporting Wiltshire communities to become more resilient and thrive. Focus will be on increasing the opportunities for engagement and participation in both sports and physical activity and in cultural activity and the arts.   We will support our 1,000 strong volunteer base and promote more opportunities for working with the voluntary sector, strengthening our links with the community and the local/visitor economy.

57. All staff within Place services work as an integral part of the Place function providing professional input and guidance through our governance structures including the Place Leadership Team, Place Performance and Outcomes Board, Cabinet, Full Council and select committees when required.

Resources - £37m annual spend on services

Assets & Commercial Development - £16m annual net spend on services
58. The Asset & Commercial Development service are responsible for managing the Councils estate, which includes the 5,300 existing properties and 1,000 planned new properties from the Council House Build Programme under the Housing Revenue Account.

59. Wiltshire Council takes a strategic and commercial approach to managing assets ensuring assets are well maintained, fit for purpose and that services can operate safely, efficiently, and effectively ensuring the sustainability of the property estate. The council shares resources with other public services and uses technology, buildings and other assets flexibly to maximise value and reduce costs.

60. Stone Circle Housing and Development companies were set up in 2020 to meet a range of Wiltshire's strategic housing needs and undertake residential development, predominantly on Council owned land to ensure these needs are met while increasing the potential return to the Council. Asset & Commercial Development work with the companies, providing professional services and strategic direction.

Procurement & Commissioning - £5m annual net spend on services
61. The Procurement & Commissioning Directorate role is to deliver on some key objectives for other Council directorates, ensuring vibrant sustainable markets in areas that are of key strategic interest for the Council, stepping in when there is a provider or even market failure and facilitating the delivery of optimum value for money.

62. The Procurement function serves all areas of the Council and is a key enabling function across all services areas in delivering their service, budgetary and wider Business Plan objectives and ensuring as a Council we become more commercial in our approach to procurement and contract management. The Commissioning function on the other hand predominantly supports the People directorate, and works closely with partners, most notably the NHS, in ensuring that the right services, at the right volumes, are in place to support people with health and social care needs.

63. Commissioning leads on market shaping in partnership with providers for social care services for the whole community, not just people who are reliant on public fund, undertakes local market oversight for providers who are not covered by CQC's market oversight scheme, and aims to avert or minimise the impact of provider or market failure.

64. As well as working in partnership with the NHS, some parts of the Commissioning area are fully integrated with the CCG, in particular the Brokerage function and several individual posts within commissioning are joint posts with the CCG.

Fees and Charges

65. As part of budget setting, where the council has discretion on the setting of fees and charges and increases to these, it is recommended that the fees and charges to the public are increased by appropriate inflation rates to help support the delivery of a balanced budget. Other fees and charges will be based on statutory national levels (where set by statute) or individual agreements.

66. Demand has been adjusted within the pressures built into the budget to reflect the continued reduction seen in some service areas such as car parking and leisure.

67. Detail of the fees and charges where the council has discretion on the setting of the fees and charges and where they have been increased can be seen in appendix 1.

Reserves – General Fund and Earmarked

68. As part of the budget setting process for 2021/22 a reserve strategy was set out, which included the approach of ensuring financial risks that the council faced were supported adequately by monies set aside in reserves. During 2021/22 the additional funds set aside to help manage Latent Demand have been maintained as the anticipated demand for services has not materialised during the year, and this helps to support the continued risk that remains.

69. The plan to raise the value of the General Fund Reserve to just less than £20m by 2024/25 has been exceeded with additional contributions being made during 2021/22, with the latest forecast MTFS now estimating a reserve of over £21m by 2024/25.

70. The planned contribution to this reserve in 2022/23 has been removed, due to this additional contribution during 2021/22, to help ease the budget gap in

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

71. During 2022/23 £3.3m will be received from a commercial gainshare arrangement as part of the Wiltshire On-Line programme. This income will be transferred to the Budget Equalisation reserve during the year to provide additional capacity to help manage the overall budget position. With the forecast financial position for 2021/22 it is expected that there will be £16.5m in the reserve to support the budget and savings delivery in the future MTFS years.

72. The general fund reserve risk assessment is shown in annex 8 of appendix 1. This uses the estimates of key financial risks facing the authority in 2022/23 and it provides an estimated risk assessed level of reserves based on the specific complexities and activities unique to Wiltshire Council. This assessment is reviewed and refreshed every year to reflect the known financial risks in that year and provides an update on the financial resilience for the council.

73. The level of risks faced by the authority in 2021/22 was risk assessed at £22.760m, for 2022/23 this has been revised and now stands at £27.615m.

74. The increase is largely a result of the increased level of savings that are required to be delivered in 2022/23 and represents the biggest financial risk to the authority in the coming financial year. The level and volatility in income for services e.g. leisure and car parking, and demand for services also represent key risks.

75. The risk assessed level is a tool to manage and context financial risks facing the authority and is not an exact science. It is key however in determining the financial resilience of the authority in terms of the level of reserves held against the level of estimated financial risk.

76. In addition to the level of the general fund, there are other reserves held against the financial risks facing the Council. These reserves have been created to deal with risks around demand e.g. the latent demand reserve is being held to specifically mitigate any unquantified risks facing the authority on social care, particularly children's social care and the recent high profile national cases and the knock on consequences that may have on demand.

77. The Council overall has significantly improved its financial standing over the last couple of financial years through sound financial management, and can look to having a significant level of reserve cover against the assessed financial risk in 2022/23, although this reduces over the course of the MTFS the General Fund reserve still rises over the MTFS period.

MTFS 2022/23 to 2024/25

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

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

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

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

Capital Receipts Flexibilities

80. As part of the Final Local Government Finance Settlement for 2021/22 published on 10 February 2021 Government announced a 3-year extension from 2022/23 onwards of the flexibility for councils to use capital receipts to fund transformation projects that produce long-term savings or reduce the cost of service delivery across the public sector. [Funding boost provides councils with certainty to plan for year ahead with £51 billion funding package - GOV.UK (www.gov.uk)](https://www.gov.uk)

81. It is important that any council using this flexibility is transparent in reporting its plans and the individual projects that are to be funded or part funded, report on planned savings and/or service transformation that is planned to be delivered and report the previous years' activity and realisation of benefits.

82. During 2022/23 the use of this regulation to fund transformational activity will include funding different transformation projects across the council, and specifically projects that support delivering a more financially sustainable council. £1m has been included within the budget for each year of the MTFS period (2022/23-2024/25). The prioritisation of the projects and funding through this regulation will be agreed by CLT and reported as part of the quarterly budget monitoring process to ensure the requirement of transparent reporting is met.

Capital Programme 2022/23 to 2029/30

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

Leisure Investment

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

Highways & Transport

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

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

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

Assets

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

Major Transport Schemes Investment

88. Wiltshire Council is currently developing major road improvements to facilitate population and employment growth, and improve the local transport infrastructure. £74.627m investment has been added for three Major Road Network Schemes; M4 Junction 17 Improvements, A338 Salisbury Junction Improvements and A350 Chippenham Bypass (ph 4 & 5) and £236.021m for one Large Local Major scheme A350 Melksham Bypass.

89. The Major Road Network Schemes will be funded by a combination of DfT grant and Wiltshire Council match funding from CIL and S106 and will only proceed to construction upon confirmation of DfT grant funding. DfT grant funding has been confirmed for A350 Chippenham Bypass.

90. The council is committed to progressing the A350 Melksham Bypass. It is a Large Local Major scheme which is expected to take about seven years until it is completed, and will have to go through a number of stages, including planning approvals, statutory orders, public inquiry and procurement. At present funding has been included within the capital programme to full construction however financing has only been assigned to Full Business Case stage which is expected

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

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

Allocations from the Community Infrastructure Levy Strategic Fund

92. Cabinet on 27 September 2021 approved a revised process for allocating the Community Infrastructure Levy (CIL) strategic fund and resolved that further work would be undertaken "to consider how the strategic fund can be used, in accordance with the CIL legislation, to align delivery of projects with the Council's budget setting process and the Council's new Business Plan."

93. Cabinet will continue to review the policy to ensure that the funds raised from CIL are used to address pressures on infrastructure as a result of development within Wiltshire, both in terms of large scale and smaller developments.

94. Work has commenced on this through the consideration of potential projects for the Council's capital programme, an initial set of projects has been identified, which relate to transport as detailed below.

Transport Projects

95. These relate to the four new transport schemes discussed above that accord with the principles set in the Wiltshire Core Strategy, Core Policy 66 Strategic Transport Network: to selectively improve the A350 to support its functionality as a strategic road corridor and the sustainable growth of west Wiltshire; and more generally, to improve the strategic transport network, which includes the A338 around Salisbury. The three schemes have previously been reported to Cabinet, most recently on 30 November, as part of the agenda item on A350 Melksham Bypass:

    (i)   A338 Southern Salisbury Junction Improvements (Exeter Street Roundabout, Harnham Gyratory and Park Wall Junction) - start 2025, completion anticipated 2025

    (ii)   A350 Chippenham Bypass Phases 4 and 5 - start 2023 completion anticipated 2024

    (iii)   A350/M4 Junction 17 Capacity Improvement – start 2024 completion anticipated 2025

    (iv)   A350 Melksham Bypass - start 2026, completion anticipated end 2028

96. Currently none of these projects are on the Council's Infrastructure List, however schemes (i) and (ii) are both identified in the Salisbury and Chippenham Transport Strategies respectively that were prepared to support the growth in the Chippenham and Wiltshire Site Allocation Plans that followed the Wiltshire Core Strategy. Both schemes are being supported by the Department for Transport (DfT) through the allocation of Major Road Network (MRN) funding but a local

contribution of around 15% is required, while some of this is being secured through developer contributions (circa £0.96m and £2m respectively) there is a funding gap that the CIL strategic fund can address to ensure the timely progression of these projects. DfT funding would contribute £13.2m for (i) and £26.1m for (ii).

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

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

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

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

Profile of requested CIL funding for Transport Projects

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

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

Housing Revenue Account (HRA) 2022/23

101. The Housing Revenue Account (HRA) is a separate account that all local authorities with housing stock are required to maintain by law. This account accumulates and reports all transactions relating to, or associated with, local authority-owned housing.

102. It is ring fenced which means that money cannot be paid into or out of it from the General Fund. In addition, it is not lawful to run a deficit on the account.

103. The 30-year business plan aims to deliver a substantial increase in the amount of money available to be invested in capital works on existing dwellings and to deliver new housing to replace properties that have been sold under the Government's Right to Buy scheme and to address housing need.

104. The aim of the business plan is to deliver carbon zero new builds and investment in all existing stock to achieve energy performance rating B. The capital and revenue budgets for 2022/23 have been updated to reflect the position presented and approved by Cabinet in the plan.

105. For 2022/23 rents will be increased by Consumer Price Index (CPI) plus 1%, which is the same as 2021/22, for 2022/23 this increase will be 4.1%, 3.1% CPI plus 1%. Increases for any actual rents currently over formula rent will be capped at formula rent as per national guidance.

106. Future rent increases will be reviewed in light of the 30 year business plan so as to balance the investment in the housing stock, development of new homes, maintain services to customers as well as ensuring affordability.

107. For 2-bedroom properties, the average 2021/22 rent (social and sheltered) was £90.21 per week which will increase to an average of £93.94 for 2022/23. For 3 bedroom properties, the increase would be from £98.27 to £102.43.

108. It is proposed to increase garage rents by 4.1% (CPI plus 1%).

109. It is proposed that service charges are increased to cover costs.

Dedicated Schools Grant

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

	2021-22 Allocation	2022-23 Allocation	Increase	% Increase
Early Years	£28.217m	£28.522m	£0.304m	1.08%
Schools	£317.724m	£328.594m	£10.869m	3.42%
Central	£2.565m	£2.604m	£0.039m	1.52%

High Needs	£57.835m	£62.691m	£4.855m	8.4% *(DfE minimum is 8%)*
TOTAL	£406.342m	£422.409m	£16.067m	3.95%

111. In addition, for 2022/23, a later separate grant; "supplementary allocations" have been advised and these are to offset the budget pressures around the health and social care levy and other cost pressures. For schools Wiltshire is allocated £9.450m and for the high needs block; £2.415m.

112. The allocations are driven by the school and early years census data multiplied by specific funding levels and factors in each block and include nationally announced increases (year 3/3 Autumn 2019 pledge for schools and high needs funding and year 1/3 Autumn 2021 early years national increases.) In addition, the historical element of the central block reduces by 20% year on year.

113. The local authority and schools forum set the budget for all blocks. Schools and high needs blocks are top sliced by the ESFA and funds re-directed to academies and colleges.

114. **Schools Block** – it is the responsibility if the Council to propose and make recommendations to Schools Forum to decide any changes to the formula which is used to allocate schools block DSG to all primary and secondary schools. Wiltshire Schools formula aligns itself as closely as possible to the national funding formula (NFF) in preparation for the hard formula, when the DfE remove or at least limit, local formula flexibility.

115. **Early Years Block** – the local authority must passport a minimum of 95% funding for the universal and additional working parents entitlement for 3& 4 year olds and disadvantaged 2 year olds directly to settings. This means up to 5% can be retained by the council to fund the early years central functions. It is the responsibility of the local authority to propose and decide the allocation of early years funding – the schools forum and early years providers are consulted annually to give their view on the local authority proposal.

116. **High Needs Block** – this supports provision for children and young people with special educational needs and disabilities (SEND). The block provides resources for specialist place funding, top up funding and external provision as well as funding high need services including statutory delivered by the local authority. It is the responsibility of the local authority to propose and decide the allocation of high needs block funding – the schools forum is consulted on any proposed changes.

117. **Central School Services block** – this provides funding for the local authority to provide central functions on behalf of pupils in both maintained schools and academies. Services are split, copyright licences for all schools, on-going and historic responsibilities. The local authority proposes the spending allocations funded from the Central School Services Block but the final decision is made by the Schools Forum.

118. For 2022-23, additional allocations have been added to the schools and high needs block to cover the estimated burden of the health and social care levy and other cost pressures.

119. In the event of an underspend or overspend on the annual grant, the balance transfers to a DSG reserve at the end of each financial year. The 2021-22 quarter 3 figures reported to Cabinet in December showed an in year overspend of £8.271m which, leads to a forecast cumulative DSG deficit reserve balance of £26.555m. Demand and therefore expenditure are forecast to grow in 22-23 at a rate that is higher than the allocation. It is recognised that nationally pressures on the school system and high needs budget in particular are an issue, local authorities, school leaders and lobby groups continue to raise this with Central government and recovery plans are in place but limited to being long term and in partnership with statutory partners and limited to the legal statutory requirements around services and performance standards for children and young people with additional needs.

Overview and Scrutiny Engagement

120. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position and the budget report will be subject to review by the Councils Financial Planning Task Group during January 2022.

121. In addition to reviews by elected members through the scrutiny process, the budget proposals will also be subject to review and scrutiny by a range of stakeholders, including Trade Unions and Business through meetings with them, Housing Panels consideration of the Housing Revenue Account proposals and Schools Forum consideration of the Dedicated Schools Grant changes.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

125. The Council's budget planning framework is supported by the development of Equality Impact Assessments (EIAs) for the budget proposals, identifying possible disproportionate impact in relation to the protected characteristics as described within the Equality Act 2010. The EIAs will also identify potential mitigation where applicable.

126. The Council maintains its strong commitment to equality, believing that all groups and individuals within the community and its workforce have equal opportunity to benefit from the services and employment it provides. EIAs help the Council to arrive at informed decisions and to make the best judgements about how to target resources.

127. As part of the implementation of savings, once they are approved an Equality Impact Assessment for those individual saving proposals to assess whether the proposals are positive or negative for a protected group will be undertaken before the proposal is implemented.

128. In consideration of the overall budget and balancing the gap, Cabinet in putting forward its proposals were keen to ensure that investment and growth were directed to services so that this will have an overall positive impact on service users, particularly children, older people and disabled people.

Environmental and Climate Change Considerations

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

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

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

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

131. The risks around the ongoing implications of COVID-19 on the Council are not fully known with the risk of further government interventions, and this risk will remain for 2022/23 and even into future years.

132. Assumptions on inflation and interest rates have also been documented in the MTFS update reports and clearly the Council is exposed to inflation rises and, to a lesser extent, interest rate rises. These have been factored into the Councils risk assessment when assessing the level of general fund reserves the Council should be holding.

133. The level of uncertainty has always been a risk, in terms of demand on services and with the ongoing COVID-19 pandemic there is an increased variability of the risk. The Council has therefore tried to mitigate this through the level of growth assumptions within the MTFS, and continues to hold a latent demand reserve to deal with any demand that outstrips those assumptions, particularly around children's social care.

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134. There is a risk the pandemic continues in a way currently not anticipated, requiring further response or impact on the Councils service provision and/or financial standing. In this instance, as we have seen during the past two financial years, we would be expecting the Government to be stepping in to support the entire sector.

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

Financial Implications

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

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

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

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

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

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

142. There are significant cost pressures arising from changing demographics and a growing, ageing population. These lead to increased demand for adult and children services, as well as other services across the Council. These pressures have been built into the budget and will continue to be reviewed to ensure the

assumptions remain robust and financial impacts can be reported, and management action taken if necessary, however risk remains on the ability to manage this pressure.

143. The construction of the budget for 2022/23 and examination and validation of the budget proposals has been subject to challenge by the Corporate Leadership Team, Heads of Finance and directors. Further scrutiny of the MTFS and budget proposals will be undertaken by the Financial Planning Task Group which is a standing task group of the Overview and Scrutiny Management Committee.

144. Business Rates assumptions have been prudently set, again keeping out any anticipated growth, and reducing the amount expected in total from the current retention system as a result of the uncertainties that lie ahead from April 2022 once Government support ends.

145. The assumptions on income from Council Tax have been reviewed and reflect the current dynamic with respect to those in receipt of local council tax support, which have not reduced, but to which the Council Tax collection rates have not been adversely affected. Council Tax tax base, the growth in properties, has been better than anticipated and therefore future assumptions have been revised upwards to reflect this increase.

146. Investment income returns are budgeted at 0.75% for 2022/23. The current cost of borrowing for Wiltshire Council is 3.74%, and the average cost of new borrowing has been estimated at around 2.5% although there is opportunity for this to be improved upon depending on the timing and value of any borrowing undertaken. The Council is building up a risk by delaying the need to borrow, potentially opening itself up to future interest rate rises at a time when it does need to borrow, and this position is under constant consideration.

147. Despite the recent volatility in inflation the Consumer Price Index (CPI) has been used as the set standard to forecast increases for contractual inflation. It is intended to move the Council over to this standard for all future contractual negotiations, where possible, to aid financial planning and budget/contract management. The assumption on pay has been adjusted to reflect the latest national negotiations.

148. The Dedicated Schools Grant is a ring-fenced grant to fund activity relating to the provision of education services. As a result of this ring-fencing the assumption within the MTFS is that any deficit position does not impact on the general resources available to the council in terms of the general fund revenue account and any deficit reserve.

149. However, there is a significant concern that from April 2023 deficits will need to be recognised by the Council. Currently, given the size of the forecast DSG deficit. If this was recognised it would technically move the Council into a position where it would be considered not to be a going concern. Wiltshire is not alone in this position and we, the Society of County Treasurers, the F40 and other groups are lobbying Government both in terms of the inadequacy of funding for this group of 0-25 learners, the significant delay in the DfE's SEN Review and of this key technical change that would have serious consequences should it arise.

150. Despite the three-year spending review there is still uncertainty in the overall Local Government finance position beyond 2022/23. The government has promised to consult on a fairer funding model from local government for 2023/24 which will include changes to the current business rates retention mechanism, changes to new homes bonus, reductions in ring fenced grants and possible new burdens funding.

151. The Government have also announced funding for Adult Social Care reforms. Whilst these are welcome, we await the details on how they will be implemented and the impact for Wiltshire. Funding for reforms will need to be distributed on proportionality of self-funders as opposed to the current distribution of Adult Social Care funding which is based on need. Whilst this represents a risk it is still unclear how this will materialise, and for the MTFS an assumption of nil impact on Wiltshire has been made until the position is clearer.

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

153. The Risk assessment as detailed in Annex 8 of Appendix 1 has put context around the level of reserves held compared to a calculated risk adjusted assessment.

154. The forecast levels of earmarked reserves are set out in the appendix and forecast balances for future years over the period of the MTFS are shown. As can be seen although the level of reserves held against risk is initially high it reduces over MTFS, as well as the overall level of earmarked reserves is reducing. Although pressures such as demand, and demography are built into the revenue budget there is limited capacity within earmarked reserves to fund transformational activity hence a transformational reserve has been established to assist in this activity.

155. On the basis of the above, the Section 151 Officer's advice is that the level of reserves, following the prudent management during 2021/22 and the continuing strategic approach to increase over the MTFS period and provide increased reserve coverage of key financial risks is adequate, that the financial standing of the Council is sound and continues to improve in the context of those key risks and that the proposed budget is robust and achievable.

Legal Implications

156. The Monitoring Officer considers that the proposals, together with this report, fulfil the statutory requirements set out below with regard to setting the amount of Council Tax for the forthcoming year and to set a balanced budget:

- Section 30(6) Local Government Finance Act 1992 ('the 1992 Act') requires that Council Tax must be set before 11 March, in the financial year preceding that for which it is set.

- Section 32 of the 1992 Act sets out the calculations to be made in determining the budget requirements, including contingencies and financial reserves.

- Section 33 of the 1992 Act requires the Council to set a balanced budget.

- Section 25(1) Local Government Act 2003 ('the 2003 Act') requires the Chief Finance Officer of the Council to report to it on (a) the robustness of the estimates made for the purposes of the calculations; and (b) the adequacy of the proposed financial reserves.

- Section 25(2) the 2003 Act requires that when the Council is considering calculations under Section 32, it must have regard to a report of the Chief Finance Officer concerning the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

- The Local Authorities (Functions & Responsibilities) (England) Regulations 2000 (as amended) set out the respective functions of Council and of the Cabinet. With regard to the setting of the budget and Council Tax for the forthcoming year, the Regulations provide that the Cabinet formulates the plan or strategy (in relation to the control of the Council's borrowing or capital expenditure) and the preparation of estimates of the amounts to be aggregated in making the calculations under Section 32 of the 1992 Act. However, the adoption of any such plan or strategy/calculations is the responsibility of full Council.

- Sections 30 to 36 of the Local Government Finance Act 1992 require that the Council sets a budget and Council Tax by 11 March each year and in doing so make a number of statutory calculations incorporated by resolution. The Localism Act 2011 has amended some of the terms and definitions to accommodate the introduction of powers to call local referendums for excessive Council Tax increase. The Council is now required to make a calculation of the Council Tax Requirement (Section 31A), excluding Parish precepts. The Act (Section 36) further prescribes that a calculation of the basic amount of Council Tax be presented together with an analysis of the Council Tax across the area and by valuation band. These calculations are required to be presented in a prescribed format and be subject to formal resolution by the Council.

- Section 12(2) of the Local Government Finance Act 2012 and The Council Tax (Administration and Enforcement) (Amendment) (No.2) (England) Regulations 2012 gave billing authorities the discretion to levy an empty homes premium of up to 50% on council tax payable in respect of dwellings that have been left empty and unfurnished for two years or more, resulting in a council tax rate for long-term empty properties of up to 150% of the normal liability.

- The Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 provided billing authorities with discretion to

charge an additional premium where a property has remained empty and unfurnished for a period in excess of two years. 17.4 The Council Tax (Prescribed Classes of Dwellings) (England) Regulations 2003 as amended by the Council Tax (Prescribed Classes of Dwellings) (England) (Amendment) Regulations 2012 provided an authority with discretion to change the discount in respect of empty and unfurnished properties. Any change to the premium/discount in place needs to be published, as a public notice, within 21 days of the Council adopting any new premium/discount.

- The Local Authorities (Standing Orders)(England) Regulations 2001 deal, amongst other things, with the process of approving the budget. Under the constitution the adoption of the budget and the setting of the Council Tax are matters reserved for the Council upon recommendation from Cabinet.

- Council budget: In reaching their decisions, Members and officers must act reasonably, taking into account all relevant considerations and ignoring irrelevant ones. There is a need to ensure that when making budget decisions the result is not one which is irrational in the Wednesbury sense (i.e. one which no reasonable local authority could have made). The Council's overriding duty is to make a lawful budget and this is the touchstone against which other considerations must be tested.

- The Council must have regard to its public sector equality duties when making decisions. This includes the requirement to undertake a Diversity Impact Assessment in relation to all significant changes to policies, procedures or practice, and to pay 'due regard' to the need to eliminate discrimination and promote equality with regards to race, disability and gender. An overarching Equalities Impact Assessment has been included as an addendum report.

- Appropriate consultation will take place before decisions proposed in this report are made, where required by law or otherwise.

- Legal Obligations: Local authorities provide services pursuant to statutory duties (a mandatory requirement to provide services), and statutory powers, (where the Council has a discretion whether or not to provide services). Where the Council has a legal duty then it still has discretion in determining the manner in which those services are provided, so long as the level of quality of service provision is sufficient to fulfil the statutory duty. The decision to implement budget reductions must not focus solely on financial considerations. Members and officers must address the core question of individual service users' needs. Case law has held that resources may be a relevant consideration in making a decision relating to the manner of service provision, so long as the individual's assessed needs are met.

- Charges for services: In considering charges for services, Members and officers should also try to achieve a fair balance between the interests of the users of council services and Council Tax payers.

Where charges are being increased, Members need to bear in mind the scale and extent of the charges, and may need in some cases to have regard to the costs of service provision, associated with the power to charge.

- Members' responsibility to make a personal decision: In Council, Members must make a personal decision on how to vote on the budget proposals. Members' overriding duty is to the whole community. Members have a special duty to their constituents, including those who did not vote for them. Whilst Members may be strongly influenced by the views of others, and of their party in particular, it is their responsibility alone to determine what view to take when deciding upon budget questions. He/she should not follow party loyalty and party policy to the exclusion of other considerations.

- Members need to balance the cost to Council Tax payers of any budget reductions, against the need for the benefits of services of the particular nature, range and quality, under consideration. If having taken into account all relevant (and disregarding all irrelevant) considerations, Members are satisfied that it is financially prudent and reasonable to make the proposed budget reductions and adopt the recommendations then they may properly and reasonably decide to do so.

- Capping: The Localism Act 2011 has superseded the previous capping legislation and dictates that should a council propose an increase in Council Tax which would be deemed to be excessive in accordance with principles and levels designated by the minister, then a local referendum on the proposal would be required. This would necessitate the drafting of an alternative proposal that would meet ministerial requirements to be put to the electorate alongside the 'excessive' proposition. Since this proposed budget is below the 'excessive' threshold this does not apply.

- Housing Revenue Account: Under Section 76 of the Local Government and Housing Act 1989, the council is required, in advance of the financial year, to formulate proposals which satisfy the requirement that, on certain stated assumptions, the Housing Revenue Account for that year does not show a debit balance. The council is obliged to implement those proposals and from time to time to determine whether the proposals satisfy the 'break even' requirement. If not, then the council shall make such provisions as are reasonable practicable towards securing that the proposals as revised, shall satisfy the requirement.

- Under Section 24 of the Housing Act 1985, the council can make such reasonable charges as it determines for the tenancy or occupation of its houses. The council is obliged, from time to time, to review rents charged and make such changes, as circumstances may require. In exercising this function (determining and fixing rent), the council should have regard to the rents charged in the private sector. A decision to increase rent constitutes a variation of the terms of a tenancy. Under

Section 103 of the Housing Act 1985, in respect of secure tenancies, a notice of variation (specifying the variation and date on which it takes effect) must be served on each tenant. For non-secure tenancies (excluding introductory tenancies), a notice must be served that complies with Section 25 of the Housing Act 1985. The Housing Act 1985 defines the legal requirements for informing tenants of rent increases. In practice this requires the issue of written notification to each tenant a minimum of four weeks in advance of the date that the increase becomes operative.

- The Local Authorities (Standing Orders (England) (Amendment) Regulations 2014) require that a recorded vote shall be held on the substantive motion at any Budget Council Meeting

Workforce Implications

157. Proposals around how the budget gap will be bridged will look at all avenues open to the Council and this includes looking at the service the Council provides from a statutory and discretionary level as well as the costs that fall within those services most notably third party spend and staffing. Changes to workforce will be minimised in so far as they can be with mitigations such as holding vacancies where possible and steps to mitigate the need for redundancies will be taken.

158. Staffing savings of £10m have been identified across the MTFS period and steps to deliver these savings will include the deletion of some vacant posts, holding other vacancies temporarily to deliver an increase in the vacancy factor of 1.5%, and reviewing service structures to ensure they have the most effective and efficient staffing models. In addition, changes to some terms and conditions are proposed and negotiations with the recognised trade unions to deliver these savings are taking place with the aim of reaching agreement on these changes by 1 April 2022. The negotiations will aim to deliver £2.1m of the savings required.

159. Where savings do impact on the workforce the Council has in place robust policies and procedures to support this.

Options Considered

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

Conclusions

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

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12 January 2022 (updated for 7 February 2022)

Appendices:

Appendix 1 – Council Budget 2022/23 & Medium Term Financial Strategy 2022/23 to 2024/25
Appendix 2 – Capital Strategy 2022/23 to 2029/30

Background Papers

None

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

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

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

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

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

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

FUNDING ASSUMPTIONS

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

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

Council Tax

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

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

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

b) The charge per Band D equivalent property.

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

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

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

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

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

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

Business Rates

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

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

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

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

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

Collection Fund Surplus/Deficit

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

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

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

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

Provisional Local Government Settlement

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

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

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

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

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

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

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

The provisional settlement confirmed that year 12 payments for the New Homes Bonus would now be made alongside the legacy payment of £2.407m. An additional £4.271m of grant funding is to be paid, allocating a total of £6.678m to the council overall for the New Homes Bonus grant.

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

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

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

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

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

Summary Forecast Resources

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

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

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

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

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

SERVICE SPENDING PLANS

Service Spending Pressures

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

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

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

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

Pay inflation

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

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

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

Contractual inflation

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

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

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

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

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

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

Demand for Services

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

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

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

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

Cabinet Investment

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

SAVINGS

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

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

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

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

CAPITAL PROGRAMME

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

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

Financed By:

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

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

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

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

RESERVES

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

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

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

General Fund Reserve Forecast

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

Annex 8 provides the full detail on the general fund risk assessment. The table below then provides an estimate of the reserves held against the risk assessed level. The budget equalisation reserve is being estimated to be used to balance the

2023/24 budget and then exhausted in 2024/25, however the reality is likely that either further saving proposals will come forward or Government's funding reforms will become clearer for Wiltshire.

Reserves Held Against Assessed Financial Risk

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

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

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

Annexes

Annex 1 – Service Budget Targets 2022/23

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

Annex 3 – Detail by Service on Budget Monitoring Permanent Changes

Annex 4 – Detail by Service on Contractual Inflation

Annex 5 – Detail by Service on Service Demand Changes

Annex 6 – Detail by Service on Saving Proposals

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

Annex 8 – General Fund Reserve Risk Assessment 2022/23

Annex 9 – Fees and Charges

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

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

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 2 – Detail by service on Technical Adjustments

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

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 2 – Detail by service on Pay Award Changes

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

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 2 – Detail by service on Cabinet Investment

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

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

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

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

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

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

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

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

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

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

Annex 6 – Detail by service on Previously Approved Savings

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

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

Annex 6 – Detail by service on Savings Proposals

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

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

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

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

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

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

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

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

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

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Annex 6 – Detail by service on Savings Proposals

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

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Annex 6 – Detail by service on Savings Proposals

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

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Annex 6 – Detail by service on Savings Proposals

Corporate Directorate	Service	Description	2022/23	2023/24	2024/25
Corporate	Capital Financing	Effective management of schemes in Capital Programme & where necessary reprogramming	(200,000)	-	-
Corporate	Capital Financing	Treasury Strategy investment strategy risk & cash mgmt	(30,000)	-	-
Corporate	Capital Financing	Removal of additional Hardship Funding	(250,000)	-	-
Corporate	Corporate Costs	Reduction in Redundancy budget	(750,000)	-	-
Corporate	Corporate Costs	Renewable energy investment opportunities	-	(180,000)	(400,000)
Corporate	Corporate Costs	Reduction in Bank charges as a result of improvements in the controls for digital payments	(100,000)	-	-
Specific Grants	Specific Grants	Remove the £1m set aside for business rates uncertainty	(1,000,000)	-	-
Service Savings Proposals Total			**(17,254,800)**	**(6,476,300)**	**(2,200,000)**

All	All	Reduction in staffing budgets, subject to negotiations with Unions. Applied at service level within the MTFS based on current assumptions and estimates.	(6,985,200)	(3,211,400)	
Staff Savings Proposals Total			**(6,985,200)**	**(3,211,400)**	**-**

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

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

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

Wiltshire Council Budget 2022/23 and Medium Term Financial Strategy 2022/23 to 2024/25
Annex 7 – Capital Programme 2022/23 to 2029/30

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

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Capital Loans									
Stone Circle Housing Company Loan	33.488	12.227	0.799	0.019	0.119	0.141	0.163	0.309	47.265
Stone Circle Development Company Loan	11.050	8.751	0.000	0.000	0.000	0.000	0.000	0.000	19.801
Capital Loans Total	**44.538**	**20.978**	**0.799**	**0.019**	**0.119**	**0.141**	**0.163**	**0.309**	**67.066**

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

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

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

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Highways & Transport									
Churchyards & Cemeteries	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
CIL Funded Schemes	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Farmers Roundabout	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Parking Contactless Machines	0.127	0.127	0.126	0.000	0.000	0.000	0.000	0.000	0.380
Fleet Vehicles	4.091	0.500	0.500	0.500	0.500	0.500	0.500	0.500	7.591
Highway flooding prevention and Land Drainage schemes	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Integrated Transport	1.781	1.781	1.781	1.781	1.781	1.781	1.781	1.781	14.248
Local Highways and Footpath Improvement Groups	0.800	0.800	0.800	0.800	0.800	0.800	0.800	0.800	6.400
LED Street Lighting	0.200	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.200
Major Road Network (MRN)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Pothole Fund Grant	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Structural Maintenance & Bridges	16.140	16.139	16.139	16.139	16.139	16.139	16.139	16.139	129.113
Churchfields Depot Drainage and Traffic Management	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Passenger Transport RTPI	0.695	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.695
Drainage Improvements	0.500	0.500	0.500	0.000	0.000	0.000	0.000	0.000	1.500
Major Road Network M4 Junction 17	1.007	1.233	17.033	8.567	0.000	0.000	0.000	0.000	27.840
A338 Salisbury Junction Improvements MRN	0.759	0.561	10.136	4.114	0.000	0.000	0.000	0.000	15.570
A350 Chippenham Bypass (Ph 4&5) MRN	1.091	19.056	11.070	0.000	0.000	0.000	0.000	0.000	31.217
A3250 Melksham Bypass LLM - Full Scheme	2.825	5.630	5.795	5.935	44.056	87.435	84.355	0.000	236.031
Highways & Transport Total	**30.016**	**46.327**	**63.880**	**37.836**	**63.276**	**106.655**	**103.575**	**19.220**	**470.785**

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

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

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Economy & Regeneration									
Boscombe Down	1.191	0.000	0.000	0.000	0.000	0.000	0.000	0.000	1.191
Salisbury Future High Streets	5.005	3.214	0.000	0.000	0.000	0.000	0.000	0.000	8.219
Trowbridge Future High Streets	5.827	8.363	0.000	0.000	0.000	0.000	0.000	0.000	14.190
Carbon reduction	0.009	0.009	0.009	0.000	0.000	0.000	0.000	0.000	0.027
Wiltshire Online	0.847	0.097	0.097	0.097	0.000	0.000	0.000	0.000	1.138
Economy & Regeneration Total	**12.879**	**11.683**	**0.106**	**0.097**	**0.000**	**0.000**	**0.000**	**0.000**	**24.765**
Environment									
Waste Services	1.019	0.719	0.500	0.500	0.500	0.500	0.500	0.500	4.738
HRC Savings Infrastructure	0.100	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.100
Environment Total	**1.119**	**0.719**	**0.500**	**0.500**	**0.500**	**0.500**	**0.500**	**0.500**	**4.838**
Leisure Culture & Communities									
Area Boards and LPSA PRG Reward Grants	0.400	0.400	0.400	0.400	0.400	0.400	0.400	0.400	3.200
Community Projects	0.400	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.400
Fitness Equipment for Leisure Centres	0.800	0.250	0.250	0.250	0.250	0.250	0.250	0.250	2.550
Libraries - Self Service	0.500	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.500
Trowbridge Leisure Centre	2.000	13.000	10.000	0.000	0.000	0.000	0.000	0.000	25.000
Leisure Requirements	3.912	1.215	5.000	0.000	0.000	0.000	0.000	0.000	10.127
Leisure Culture & Communities Total	**8.012**	**14.865**	**15.650**	**0.650**	**0.650**	**0.650**	**0.650**	**0.650**	**41.777**
GENERAL FUND TOTAL	**261.956**	**167.106**	**161.194**	**48.773**	**73.445**	**116.796**	**113.688**	**29.429**	**972.387**

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

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

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

	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
GENERAL FUND & HRA TOTAL	**307.115**	**205.415**	**197.585**	**85.207**	**111.066**	**155.732**	**153.891**	**70.942**	**1,286.953**

Capital Programme Funding:

	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	Revised 25/26 Budget	Revised 26/27 Budget	Revised 27/28 Budget	Revised 28/29 Budget	Revised 29/30 Budget	TOTAL
Grants	73.152	79.999	101.497	40.574	62.232	99.055	96.387	24.720	577.616
Contributions	2.198	7.162	7.739	2.962	0.542	0.000	0.000	0.000	20.603
HRA	45.159	38.309	36.391	36.434	37.621	38.935	40.203	41.512	314.564
Capital Receipts	3.439	0.250	0.250	0.250	0.250	0.250	0.250	0.250	5.189
Borrowing - Funded by Revenue Saving in Service	100.787	33.478	13.299	0.019	0.119	0.141	0.163	0.309	148.315
Borrowing	82.380	44.217	38.409	4.968	4.150	4.151	4.150	4.151	186.576
Other	0.000	2.000	0.000	0.000	6.152	13.200	12.738	0.000	34.090
Total Funding	**307.115**	**205.415**	**197.585**	**85.207**	**111.066**	**155.732**	**153.891**	**70.942**	**1,286.953**

ANNEX 8 - GENERAL FUND RESERVE - RISK ASSESSED BALANCE

Key Financial Risks (Weighted Impact)

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

Annex 9 – Fees and Charges (page 1)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Environment	Public Protection - Licensing - dangerous wild animals	per licence	£260.00
Corporate Director Place	Environment	Public Protection - Licensing - Dangerous wild animal - renewal	per renewal	£190.00
Corporate Director Place	Environment	Public Protection - Licensing - Dangerous wild animal - amendment of existing licence	per licence	£40.00
Corporate Director Place	Environment	Public Protection - Licensing - Zoo - initial application	per application	£945.00
Corporate Director Place	Environment	Public Protection - Licensing - Zoo - initial application under 14(1)a	per application	£135.00
Corporate Director Place	Environment	Public Protection - Licensing - Zoo - initial application under 14(1)b	per application	£185.00
Corporate Director Place	Environment	Public Protection - Licensing - Zoo - initial application under 14(2)	per application	£185.00
Corporate Director Place	Environment	Public Protection - Licensing - Zoo - grant/renewal (including annual visits) under 14(1) b	per application	£235.00
Corporate Director Place	Environment	Public Protection - Licensing - Zoo - grant/renewal (including annual visits) under 14(2)	per application	£530.00
Corporate Director Place	Environment	Public Protection - Licensing - Zoo - grant/renewal (including annual visits) full zoo licence	per licence	£1,150.00
Corporate Director Place	Environment	Public Protection - Licensing - Zoo - amendment existing licence	per licence	£40.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) up to 6 animals - application renewal	per application	£100.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) up to 6 animals - grant fee yr 1 renewal	per application	£175.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) up to 6 animals - grant fee yr 2 renewal	per application	£215.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) up to 6 animals grant fee yr 3 renewal	per application	£250.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) 7-10 animals - application renewal	per application	£115.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) 7-10 animals - grant fee yr 1 renewal	per application	£195.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) 7-10 animals - grant fee yr 2 renewal	per application	£235.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) 7-10 animals - grant fee yr 3 renewal	per application	£295.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) 11 and over animals - application renewal	per application	£130.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) 11 and over animals - grant fee yr 1 renewal	per application	£220.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) 11 and over animals - grant fee yr 2 renewal	per application	£285.00
Corporate Director Place	Environment	Public Protection - Animal Boarding: Home Boarding (Dogs) 11 and over animals - grant fee yr 3 renewal	per application	£340.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - up to 6 animals - application renewal	per application	£100.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - up to 6 animals - grant fee yr 1 renewal	per application	£175.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - up to 6 animals - grant fee yr 2 renewal	per application	£215.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - up to 6 animals - grant fee yr 3 renewal	per application	£250.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 7-10 animals - application renewal	per application	£115.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 7-10 animals - grant fee yr 1 renewal	per application	£195.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 7-10 animals - grant fee yr 2 renewal	per application	£235.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 7-10 animals - grant fee yr 3 renewal	per application	£295.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 11 to 30 animals - application renewal	per application	£130.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 11 to 30 animals - grant fee yr 1 renewal	per application	£220.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 11 to 30 animals - grant fee yr 2 renewal	per application	£285.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 11 to 30 animals - grant fee yr 3 renewal	per application	£340.00

Annex 9 – Fees and Charges (page 2)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 31 to 60 animals - application renewal	per application	£150.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 31 to 60 animals - grant fee yr 1 renewal	per application	£235.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 31 to 60 animals - grant fee yr 2 renewal	per application	£295.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 31 to 60 animals - grant fee yr 3 renewal	per application	£340.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 61 and over animals -application renewal	per application	£165.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 61 and over animals -grant fee yr 1 renewal	per application	£245.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 61 and over animals -grant fee yr 2 renewal	per application	£300.00
Corporate Director Place	Environment	Public Protection - Day Care (Dogs) - 61 and over animals -grant fee yr 3 renewal	per application	£340.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - up to 10 animals - application renewal	per application	£125.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - up to 10 animals - grant fee yr 1 renewal	per application	£195.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - up to 10 animals - grant fee yr 2 renewal	per application	£235.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - up to 10 animals - grant fee yr 3 renewal	per application	£295.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 11 to 30 animals - application renewal	per application	£140.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 11 to 30 animals - grant fee yr 1 renewal	per application	£220.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 11 to 30 animals - grant fee yr 2 renewal	per application	£285.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 11 to 30 animals - grant fee yr 3 renewal	per application	£340.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 31 to 60 animals -application renewal	per application	£170.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 31 to 60 animals -grant fee yr 1 renewal	per application	£235.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 31 to 60 animals -grant fee yr 2 renewal	per application	£295.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 31 to 60 animals -grant fee yr 3 renewal	per application	£340.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 61 to 99 animals -application fee	per application	£225.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 61 to 99 animals -application renewal	per application	£190.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 61 to 99 animals -grant fee yr 1 renewal	per application	£245.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 61 to 99 animals -grant fee yr 2 renewal	per application	£300.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 61 to 99 animals -grant fee yr 3 renewal	per application	£340.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 100+ animals - application renewal	per application	£215.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 100+ animals - grant fee yr 1 renewal grant fee yr 2 renewal	per application	£250.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 100+ animals - grant fee yr 2 renewal	per application	£310.00
Corporate Director Place	Environment	Public Protection - Catteries, Kennels - 100+ animals - grant fee yr 3 renewal	per application	£340.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 1-5 Bitches - application fee	per application	£230.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 1-5 Bitches - Renewal fee	per application	£185.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 1-5 Bitches - grant fee yr 1	per application	£295.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 1-5 Bitches - grant fee yr 2	per application	£380.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 1-5 Bitches - grant fee yr 3	per application	£455.00

Annex 9 – Fees and Charges (page 3)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Environment	Public Protection - Dog Breeding - 6-10 Bitches - application fee	per application	£265.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 6-10 Bitches - Renewal fee	per application	£215.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 6-10 Bitches - grant fee yr 1	per application	£295.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 6-10 Bitches - grant fee yr 2	per application	£380.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 6-10 Bitches - grant fee yr 3	per application	£455.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 11+ Bitches - application fee	per application	£310.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 11+ Bitches - Renewal fee	per application	£250.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 11+ Bitches - grant fee yr 1	per application	£270.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 11+ Bitches - grant fee yr 2	per application	£345.00
Corporate Director Place	Environment	Public Protection - Dog Breeding - 11+ Bitches - grant fee yr 3	per application	£415.00
Corporate Director Place	Environment	Public Protection - Hiring of horses - 1-20 horses - application renewal	per application	£100.00
Corporate Director Place	Environment	Public Protection - Hiring of horses - 20+ horses - application renewal	per application	£125.00
Corporate Director Place	Environment	Public Protection - Hiring of horses - 1+ horses renewal grant yr 1	per application	£115.00
Corporate Director Place	Environment	Public Protection - Hiring of horses - 1+ horses renewal grant yr 2	per application	£160.00
Corporate Director Place	Environment	Public Protection - Hiring of horses - 1+ horses renewal grant yr 3	per application	£200.00
Corporate Director Place	Environment	Public Protection - Selling Animals as Pets (under 10 species) licence renewal yr1	per application	£245.00
Corporate Director Place	Environment	Public Protection - Selling Animals as Pets (under 10 species) licence renewal yr2	per application	£315.00
Corporate Director Place	Environment	Public Protection - Selling Animals as Pets (under 10 species) licence renewal yr3	per application	£380.00
Corporate Director Place	Environment	Public Protection - Selling Animals as Pets (over 10 species) licence renewal Y1	per application	£270.00
Corporate Director Place	Environment	Public Protection - Selling Animals as Pets (over 10 species) licence renewal Y2	per application	£340.00
Corporate Director Place	Environment	Public Protection - Selling Animals as Pets (over 10 species) licence renewal Y3	per application	£390.00
Corporate Director Place	Environment	Public Protection-Kennel Charge (1 Day)	per day	£17.00
Corporate Director Place	Environment	Public Protection-Kennel Charge (2 Days)	per day	£34.00
Corporate Director Place	Environment	Public Protection-Kennel Charge (3 Days)	per day	£50.00
Corporate Director Place	Environment	Public Protection-Kennel Charge (4 Days)	per day	£66.00
Corporate Director Place	Environment	Public Protection-Kennel Charge (5 Days)	per day	£84.00
Corporate Director Place	Environment	Public Protection-Kennel Charge (6 Days)	per day	£100.00
Corporate Director Place	Environment	Public Protection-Kennel Charge (7 Days)	per day	£118.00
Corporate Director Place	Environment	Public Protection-Kennel Charge (8 Days)	per day	£134.00
Corporate Director Place	Environment	Public Protection - Stray Dog Administration Fee	per admin fee	£26.00
Corporate Director Place	Environment	Public Protection - Skin Piercing - initial application (premises & 1 person)	per application	£180.00
Corporate Director Place	Environment	Public Protection - Skin Piercing - additional person	per application	£45.00
Corporate Director Place	Environment	Public Protection - Skin Piercing - additional activity to existing registration	per activity	£80.00
Corporate Director Place	Environment	Public Protection - Skin Piercing - transfer of premises registration	per registration	£180.00
Corporate Director Place	Environment	Public Protection - Skin Piercing - change of address for personal registration	per registration	£18.00
Corporate Director Place	Environment	Public Protection - Food Safety - Unfit food - voluntary surrender certificate (up to £1,000 value)	per certificate	£120.00
Corporate Director Place	Environment	Public Protection - Food Safety - Unfit food - voluntary surrender certificate (£1,000 to £10,000)	per certificate	£140.00
Corporate Director Place	Environment	Public Protection - Food Safety - Unfit food - voluntary surrender certificate (over £10,000)	per certificate	£150.00
Corporate Director Place	Environment	Public Protection - Food Safety - Export Certificate (each)	per certificate	£125.00
Corporate Director Place	Environment	Public Protection - Food Safety - Food Safety Premises Endorsement for Export Certificate	per certificate	£75.00
Corporate Director Place	Environment	Public Protection - Food Safety - Food labelling advice (per hour)	per hour	£90.00
Corporate Director Place	Environment	Public Protection - Food Safety - Food Hygiene Rating System revisit charge	per visit	£180.00
Corporate Director Place	Environment	Public Protection - weights & measures - first nozzle tested per site	per site	£175.00
Corporate Director Place	Environment	Public Protection - weights & measures - equipment submitted under the measuring instruments (EEC Requirements) Regulations - per hour including travel time	per hour	£90.00
Corporate Director Place	Environment	Public Protection - weights & measures - Public weigh bridge operator training	per hour	£90.00

Annex 9 – Fees and Charges (page 4)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Environment	Public Protection - Trading Standards - file search fees	per search	£90.00
Corporate Director Place	Environment	Public Protection - Trading Standards - Business advice fee	per search	£90.00
Corporate Director Place	Environment	Public Protection - Contaminated land search	per search	£145.00
Corporate Director Place	Environment	Public Protection - Contaminated land search	per search	£190.00
Corporate Director Place	Environment	Public Protection - Verified air quality data	per verification	£165.00
Corporate Director Place	Environment	Public Protection - Exhumation (coordination and attendance)	per exhumation	£270.00
Corporate Director Place	Environment	Pest Control - Rodents for up to 3 visits	3 visits	£120.00
Corporate Director Place	Environment	Pest Control - Rodents for up to 3 visits - concessionary price	3 visits	£60.00
Corporate Director Place	Environment	Pest Control - Rodents (additional charge per visit if required to complete existing treatment)	per visit	£36.00
Corporate Director Place	Environment	Pest Control - Rodents (additional charge per visit if required to complete existing treatment) - concessionary price	per visit	£18.00
Corporate Director Place	Environment	Pest Control - Wasps	per visit	£72.00
Corporate Director Place	Environment	Pest Control - Wasps additional nest at same time	additional nest	£17.00
Corporate Director Place	Environment	Pest Control - Wasps - concessionary price	per visit	£44.00
Corporate Director Place	Environment	Pest Control - Wasps -additional nest at same time concessionary price	additional nest	£11.00
Corporate Director Place	Environment	Pest Control - Cluster flies including 2 loft spaces	2 loft spaces	£115.00
Corporate Director Place	Environment	Pest Control - Cluster flies - each additional loft	additional loft	£22.00
Corporate Director Place	Environment	Pest Control - Cluster flies including 2 loft spaces - concessionary price	2 loft spaces	£75.00
Corporate Director Place	Environment	Pest Control - Cluster flies - each additional loft- concessionary price	additional loft	£14.00
Corporate Director Place	Environment	Pest Control - Fleas up to 2 bedrooms	2 bedrooms	£120.00
Corporate Director Place	Environment	Pest Control - Fleas up to 2 bedrooms - concessionary price	2 bedrooms	£75.00
Corporate Director Place	Environment	Pest Control - Fleas up to 3 bedrooms	3 bedrooms	£140.00
Corporate Director Place	Environment	Pest Control - Fleas up to 3 bedrooms - concessionary price	3 bedrooms	£90.00
Corporate Director Place	Environment	Pest Control - Fleas up to 4 bedrooms	4 bedrooms	£160.00
Corporate Director Place	Environment	Pest Control - Fleas up to 4 bedrooms - concessionary price	4 bedrooms	£103.00
Corporate Director Place	Environment	Pest Control - Fleas over 5 bedrooms price on application	5 bedrooms	price on application
Corporate Director Place	Environment	Pest Control - Carpet moths 1 bedrooms	1 bedroom	£100.00
Corporate Director Place	Environment	Pest Control - Carpet moths 2 bedrooms	2 bedrooms	£120.00
Corporate Director Place	Environment	Pest Control - Carpet moths 2 bedrooms- concessionary price	2 bedrooms	£75.00
Corporate Director Place	Environment	Pest Control - Carpet Moths up to 3 bedrooms	3 bedrooms	£140.00
Corporate Director Place	Environment	Pest Control - Carpet Moths up to 3 bedrooms - concessionary price	3 bedrooms	£90.00
Corporate Director Place	Environment	Pest Control - Carpet Moths 4 bedrooms	4 bedrooms	£160.00
Corporate Director Place	Environment	Pest Control - Carpet Moths up to 4 bedrooms - concessionary price	4 bedrooms	£103.00
Corporate Director Place	Environment	Pest Control - Carpet Moths over 5 bedrooms price on application	5 bedrooms	price on application
Corporate Director Place	Environment	Pest Control - Ants up to 3 bedrooms	3 bedrooms	£140.00
Corporate Director Place	Environment	Pest Control - Ants up to 3 bedrooms - concessionary price	3 bedrooms	£90.00
Corporate Director Place	Environment	Pest Control - Ants - each additional bedroom	additional bedroom	£28.00
Corporate Director Place	Environment	Pest Control - Mink and rabbits - per hour	per hour	£103.00
Corporate Director Place	Environment	Pest Control - Squirrel Trapping (max. of 2 weeks treatment) customer to check trap	per treatment	£156.00
Corporate Director Place	Environment	Pest Control - Squirrels (max. of 2 weeks treatment) - customer to check trap concessionary price	per treatment	£100.00
Corporate Director Place	Environment	Pest Control - Squirrels per hour min 2 hours (where pest control check the traps)	per hour	£104.00
Corporate Director Place	Environment	Pest Control - Squirrels per hour min 2 hours (where pest control check the traps) - concessionary price	per hour	£70.00
Corporate Director Place	Environment	Pest Control - Squirrels bait Only where officers feels appropriate Indoor only	per treatment	£120.00
Corporate Director Place	Environment	Pest Control - Squirrels bait Only where officers feels appropriate Indoor only - concessionary price	per treatment	£73.00
Corporate Director Place	Environment	Pest Control - Cockroaches (2 visits)	2 visits	£305.00
Corporate Director Place	Environment	Pest Control - Cockroaches (2 visits) - concessionary price	2 visits	£196.00
Corporate Director Place	Environment	Pest Control - Cockroaches (additional visit)	additional visit	£110.00
Corporate Director Place	Environment	Pest Control - Cockroaches (additional visit) - concessionary price	additional visit	£71.00
Corporate Director Place	Environment	Pest Control - Bedbugs 1 Bedroom House	1 bedroom	£305.00
Corporate Director Place	Environment	Pest Control - Bedbugs 1 Bedroom House - concessionary price	1 bedroom	£196.00
Corporate Director Place	Environment	Pest Control - Bedbugs each additional bedroom	additional bedroom	£110.00
Corporate Director Place	Environment	Pest Control - Bedbugs each additional bedroom - concessionary price	additional bedroom	£71.00
Corporate Director Place	Environment	Pest Control - Bedbug survey fee	per survey	£78.00
Corporate Director Place	Environment	Pest Control - Bedbug survey fee - concessionary price	per survey	£51.00
Corporate Director Place	Environment	Pest Control - Advice visit fee if no treatment necessary	per advice	£42.00

Annex 9 – Fees and Charges (page 5)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Environment	Pest Control - Drain smoke test only as part of pest treatment	per test	£50.00
Corporate Director Place	Environment	Pest Control - Drain CCTV survey only as part of pest treatment	per test	£140.00
Corporate Director Place	Environment	Pest Control - Drain CCTV survey concessionary price	per test	£92.00
Corporate Director Place	Environment	Pest Control - Visits where no material used	per visit	£68.00
Corporate Director Place	Environment	Pest Control - Additional cost if invoice required	per invoice	£42.00
Corporate Director Place	Environment	Pest Control - End of tenancy/house purchase inspection	per inspection	£55.00
Corporate Director Place	Environment	Pest Control - Moles (max. of 2 weeks treatment) customer to check trap	per treatment	£156.00
Corporate Director Place	Environment	Pest Control - Moles (max. of 2 weeks treatment) - customer to check trap concessionary price	per treatment	£100.00
Corporate Director Place	Environment	Pest Control - Moles per hour min 2 hours (where pest control check the traps)	per hour	£104.00
Corporate Director Place	Environment	Pest Control - Rodents per hour (External or both Internal & External)	per hour	£103.00
Corporate Director Place	Environment	Pest Control - Squirrels per hour	per hour	£103.00
Corporate Director Place	Environment	Pest Control - Wasps - advance payment	per payment	£73.00
Corporate Director Place	Environment	Pest Control - Wasps invoiced	per invoice	£115.00
Corporate Director Place	Environment	Pest Control - Multiple wasp nest in same visit	per visit	£17.00
Corporate Director Place	Environment	Pest Control - Bedbugs / cockroaches per hour	per hour	£103.00
Corporate Director Place	Environment	Pest Control - Insects per hour	per hour	£103.00
Corporate Director Place	Environment	Pest Control - Call out fee if no treatment necessary	call out	£54.00
Corporate Director Place	Environment	Pest Control - Contract rate	per contract	£99.00
Corporate Director Place	Environment	Pest Control - Invoice fee if not commercial	per invoice	£42.00
Corporate Director Place	Environment	Pest Control - Rodents Internal treatment Up to 3 visits	per treatment	£200.00
Corporate Director Place	Environment	Pest Control - Additional per visit to follow on Rodents internal	per visit	£70.00
Corporate Director Place	Environment	Pest Control - EFK Servicing with sticky traps & Bulbs	per service	£50.00
Corporate Director Place	Environment	Pest Control - EFK Servicing with bulbs	per service	£40.00
Corporate Director Place	Environment	Pest Control - EFK Servicing no materials	per service	£30.00
Corporate Director Place	Environment	Pest Control - EFK Servicing as a Contract Visit Sticky Traps & Bulbs	per service	£40.00
Corporate Director Place	Environment	Pest Control - EFK Servicing as a Contract Visit Sticky Traps	per service	£30.00
Corporate Director Place	Environment	Pest Control - EFK Servicing as a contract visit no materials	per service	£20.00
Corporate Director Place	Environment	Pest Control - Wasp trap (during treatment)	per trap	£17.00
Corporate Director Place	Environment	Pest Control - Wasp trap (with survey fee)	per trap	£48.00
Corporate Director Place	Environment	Pest Control - Drain stopper 4 inch (100mm)	per item	£24.00
Corporate Director Place	Environment	Pest Control - Drain stopper 4 inch (100mm) fitted	per item	£66.00
Corporate Director Place	Environment	Pest Control - Drain stopper 6 inch (150 mm)	per item	£31.00
Corporate Director Place	Environment	Pest Control - Drain stopper 6 inch (150 mm) fitted	per item	£72.00
Corporate Director Place	Environment	Pest Control - Rat Wall 4 inch fitted	per item	£195.00
Corporate Director Place	Environment	Pest Control - Rat Wall 6 inch fitted	per item	£240.00
Corporate Director Place	Environment	Pest Control - Bayer Flying Insect spray or similar	per item	£15.00
Corporate Director Place	Environment	Pest Control - Moth trap - Diamond	per item	£4.90
Corporate Director Place	Environment	Pest Control - Moth trap - Blk & white	per item	£5.50
Corporate Director Place	Environment	Pest Control - Odour Control - Odour Counteractant	per item	£7.90
Corporate Director Place	Environment	Pest Control - Insect identification	per item	£22.00
Corporate Director Place	Environment	Pest Control - bed bug moats	per item	£27.00
Corporate Director Place	Environment	Pest Control - sealing around pipes (with a treatment)	per item	£32.00
Corporate Director Place	Environment	Pest Control - air vents small Plastic	per item	£28.00
Corporate Director Place	Environment	Pest Control - air vents Small stainless steel	per item	£34.00
Corporate Director Place	Environment	Pest Control - air vents medium Plastic	per item	£31.00
Corporate Director Place	Environment	Pest Control - air vents medium stainless steel	per item	£38.00
Corporate Director Place	Environment	Pest Control - air vents large Plastic	per item	£34.00
Corporate Director Place	Environment	Pest Control - air vents large stainless steel	per item	£42.00
Corporate Director Place	Environment	Pest Control - Mole trap pack	per item	£70.00
Corporate Director Place	Environment	Pest Control - Electric Fly Killer(EFK) White (Exc fitting)	per item	£170.00
Corporate Director Place	Environment	Pest Control - Electric fly Killer (EFK) Silver (Exc fitting)	per item	£200.00
Corporate Director Place	Environment	Pest Control - Electric Fly Killer (EFK) Cluster Flies White (Exc fitting)	per item	£180.00
Corporate Director Place	Environment	Pest Control - Redtop fly trap	per item	£19.00
Corporate Director Place	Environment	Anti-Social Behaviour - Charge for closure orders under the Anti-social Behaviour, Crime and Policing Act 2014	per order	£400.00
Corporate Director Place	Environment	Heritage - Photocopies A3 black & white	per item	£1.00
Corporate Director Place	Environment	Heritage - Photocopies A4 black & white	per item	£0.70
Corporate Director Place	Environment	Heritage - Photocopies A3 colour	per item	£2.00
Corporate Director Place	Environment	Heritage - Photocopies A4 colour	per item	£1.30
Corporate Director Place	Environment	Heritage - Computer screen prints colour	per item	£1.00
Corporate Director Place	Environment	Heritage - Prints from Microforms A4	per item	£1.20
Corporate Director Place	Environment	Heritage - Prints from Microforms A3	per item	£1.75
Corporate Director Place	Environment	Heritage - Cost of prints made by staff A4	per item	£2.70
Corporate Director Place	Environment	Heritage - Cost of prints made by staff A3	per item	£3.40

Annex 9 – Fees and Charges (page 6)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Environment	Heritage - Sale of duplicate microfiche (per fiche)	per item	£5.00
Corporate Director Place	Environment	Heritage - Photographs - 1 digital image emailed	per item	£8.00
Corporate Director Place	Environment	Heritage - Photographs - saved to CD	per item	£8.00
Corporate Director Place	Environment	Heritage - Digital image printed on A4 photographic paper	per item	£9.00
Corporate Director Place	Environment	Heritage - Digital image printed on 6" x 4" photographic paper	per item	£8.00
Corporate Director Place	Environment	Heritage - Reproduction Fee minimum by negotiation	per fee	£45.00
Corporate Director Place	Environment	Heritage - UK and World rights, minimum by negotiation	per negotiation	£95.00
Corporate Director Place	Environment	Heritage - Facility fee for filming & location work - by negotiation, minimum	per fee	£150.00
Corporate Director Place	Environment	Heritage - Damaged Stock - hardback - minimum	per item	£30.00
Corporate Director Place	Environment	Heritage - Damaged Stock - paperback - minimum	per item	£14.00
Corporate Director Place	Environment	Heritage - Research Fee - 1/2 hour	per 1/2 hour	£18.00
Corporate Director Place	Environment	Heritage - Research Fee - hour	per hour	£36.00
Corporate Director Place	Environment	Heritage - Research Express Service	per service	£72.00
Corporate Director Place	Environment	Heritage - Minimum charge for sending items by post	per item	£9.00
Corporate Director Place	Environment	Heritage - Minimum charge premium service for scanning and emailing documents in one day	per day	£14.00
Corporate Director Place	Environment	Waste Services -Green Waste collection charge	per bin	£60.00
Corporate Director Place	Environment	Waste Services - VCSE household recycling centre permit 6 visits	6 visits	£61.00
Corporate Director Place	Environment	Waste Services - VCSE household recycling centre permit 12 visits	12 visits	£98.00
Corporate Director Place	Environment	Section 106 Waste Container Contribution (SPD) - per Household	per household	£101.00
Corporate Director Place	Environment	Section 106 Waste Container Contribution (SPD) - Flats 1-5 per apartment	Flats 1-5 per apartment	£101.00
Corporate Director Place	Environment	Section 106 Waste Container Contribution (SPD) - Flats 6-10 per bin store	Flats 6-10 per bin store	£815.00
Corporate Director Place	Environment	Section 106 Waste Container Contribution (SPD) - Flats 11-14 per bin store	Flats 11-14 per bin store	£1,545.00
Corporate Director Place	Environment	Section 106 Waste Container Contribution (SPD) - Flats 15-18 per bin store	Flats 15-18 per bin store	£2,276.00
Corporate Director Place	Environment	Waste Management - Bulky Waste collection fee £28 per item to fully recover contract costs	per item	£28.00
Corporate Director Place	Highways	STANDARD VEHICLE CROSSING APPLICATION - For the creation of a vehicle access/For the extension of a vehicle access	per application	£222.35
Corporate Director Place	Highways	RETROSPECTIVE VEHICLE CROSSING APPLICATION - For a certificate of lawful use of an access that has been unlawfully created	per application	£333.53
Corporate Director Place	Highways	COMMERCIAL VEHICLE CROSSING APPLICATION - For the creation of a vehicle access onto a commercial development/For the creation of a vehicle access onto a new development - first access	per application	£222.35
Corporate Director Place	Highways	COMMERCIAL VEHICLE CROSSING APPLICATION - For the creation of a vehicle access onto a commercial development/For the creation of a vehicle access onto a new development - per additional access	per application	£111.18
Corporate Director Place	Highways	ADMINISTRATION FEE - For re-issuing of a licence/For a change of contractor on a licence and re-issue/For copies of licences or completion certificates following their misplacement	per application	£27.32
Corporate Director Place	Highways	ADDITIONAL INSPECTION FEE - For any inspection conducted after 18 months of the licence being issued	per application	£67.50
Corporate Director Place	Highways	TRANSFER OF APPLICATION FEE - For changing the applicant to a new applicant on live applications/For changing the applicant to a new applicant on granted applications that have not been signed off as completed to highway specification	per application	£36.42
Corporate Director Place	Highways & Transport	Local Highways - Skips & Scaffolding fees and charges £85 - More than 3 days notice	per licence	£85.00
Corporate Director Place	Highways & Transport	Local Highways - Skips & Scaffolding fees and charges £100 - less than 3 days notice	per licence	£100.00
Corporate Director Place	Highways & Transport	Post 16 standard charge £850	per person	£850.00
Corporate Director Place	Highways & Transport	Post 16 lower charge £300	per person	£300.00
Corporate Director Place	Highways & Transport	Spare seat charges - Primary - less than 3 miles	per term	£130.00
Corporate Director Place	Highways & Transport	Spare seat charges - Primary - 3 miles or more	per term	£185.00
Corporate Director Place	Highways & Transport	Spare seat charges - Secondary - less than 3 miles	per term	£172.00
Corporate Director Place	Highways & Transport	Spare seat charges - Secondary - 3 miles or more	per term	£213.00
Corporate Director Place	Highways & Transport	Spare seat charges - Post 16 (Sixth From/College) - less than 3 miles	per term	£253.00
Corporate Director Place	Highways & Transport	Spare seat charges - Post 16 (Sixth From/College) - 3 miles or more	per term	£356.00

Annex 9 – Fees and Charges (page 7)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Resources	IT	Street Naming & Numbering Fees - Addition of house/Company Name or House/Company Renaming	per house/company	£66.70
Corporate Director Resources	IT	Street Naming & Numbering Fees - New Developments first address	First address	£146.70
Corporate Director Resources	IT	Street Naming & Numbering Fees - New Developments additional address	additional address	£53.36
Corporate Director People	Living & Ageing Well	Gypsies & Traveller - Rent per traveller pitch per week (old site)	per week	£70.79
Corporate Director People	Living & Ageing Well	Gypsies & Traveller - Rent per traveller pitch per week (new site, old tenant)	per week	£98.90
Corporate Director People	Living & Ageing Well	Gypsies & Traveller - Rent per traveller pitch per week (new site, new tenant)	per week	£106.18
Corporate Director People	Living & Ageing Well	Kingsbury Hostel - flats & crash pads	Per week	£109.31
Corporate Director People	Living & Ageing Well	Kingsbury Hostel - bungalow x 3 as room rather than one unit	Per week	£137.41
Corporate Director Place	Planning	Pre-Application Planning Advice - Do I need planning permission	Per request	£55.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Planning history of a site	Per request	£55.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Level 1 - Householder and minor works	Per request	£100.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Level 2 - Small residential and commercial	Per request	£230.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Level 3 - Medium scale residential and commercial	Per request	£400.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Level 4 - large scale residential and commercial	Per request	£750.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Level 5 - Small scale major	Per request	£1,500.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Level 6 - Large scale major	per request	10% of the planning application fee
Corporate Director Place	Planning	Pre-Application Planning Advice - Solar Energy - under 1 hectare	per request	£100.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Solar Energy - over 1 hectare	per request	10% of the planning application fee
Corporate Director Place	Planning	Pre-Application Planning Advice - Wind turbines and Battery Storage Units - under 1 hectare	per request	£500.00
Corporate Director Place	Planning	Pre-Application Planning Advice - Wind turbines and Battery Storage Units - over 1 hectare	per request	10% of the planning application fee
Corporate Director Place	Planning	Pre-Application Planning Advice - additional meetings	per request	£220.00
Corporate Director Place	Planning	Planning - Waste & Mineral developments - 1,000 – 9,999m2 gross floor area and local scale waste facilities	per request	£953.00
Corporate Director Place	Planning	Planning - Waste & Mineral developments - Over 10,000m2 gross floor area and strategic scale waste facilities	per request	£1,270.00
Corporate Director Place	Planning	Planning - Waste & Mineral developments - Any new quarry or mine and any extensions to existing	per request	£698.00
Corporate Director Place	Planning	Planning - Waste & Mineral developments - All other quarry proposals	per request	£254.00
Corporate Director Place	Planning	Planning - High Hedge Complaints	Per complaint	£500.00
Corporate Director Place	Planning	Planning - Admin fee for returning applications	per application	£20.00
Corporate Director Place	Planning	Planning - Local Land Charges - LLC1 Residential	per search	£30.00
Corporate Director Place	Planning	Planning - Local Land Charges - LLC1 Commercial	per search	£30.00
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited LLC1 Residential	per search	£50.00
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited LLC1 Commercial	per search	£50.00
Corporate Director Place	Planning	Planning - Local Land Charges - Con 29 Residential	per search	£145.00
Corporate Director Place	Planning	Planning - Local Land Charges - Con 29 Commercial	per search	£200.00
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Con 29 Residential	per search	£225.00
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Con 29 Commercial	per search	£300.00
Corporate Director Place	Planning	Planning - Local Land Charges - Con 29O (each) Residential	per search	£22.00
Corporate Director Place	Planning	Planning - Local Land Charges - Con 29O (each) Commercial	per search	£22.00
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Con 29O (each) Residential	per search	£33.00
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Con 29O (each) Commercial	per search	£33.00
Corporate Director Place	Planning	Planning - Local Land Charges - Parcels (Residential) LLC1	Per parcel	£5.00
Corporate Director Place	Planning	Planning - Local Land Charges - Parcels (Residential) Con 29	Per parcel	£12.00
Corporate Director Place	Planning	Planning - Local Land Charges - Parcels (Commercial) LLC1	Per parcel	£5.00
Corporate Director Place	Planning	Planning - Local Land Charges - Parcels (Commercial) CON 29	Per parcel	£20.00

Annex 9 – Fees and Charges (page 8)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Parcels (Residential) LLC1	Per parcel	£7.50
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Parcels (Residential) Con 29	Per parcel	£18.00
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Parcels (Commercial) LLC1	Per parcel	£7.50
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Parcels (Commercial) Con 29	Per parcel	£30.00
Corporate Director Place	Planning	Planning - Local Land Charges - Solicitors enquiry (Residential and Commercial)	per enquiry	£30.00
Corporate Director Place	Planning	Planning - Local Land Charges - Expedited Solicitors enquiry (Residential and Commercial)	per enquiry	£45.00
Corporate Director Place	Planning	Planning - Local Land Charges - Duplicate copy of search	per copy	£10.00
Corporate Director Place	Planning	Planning - Local Land Charges - Cancellation fee (application before search progressed)	Per search	£20.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 1 Dwellings	per application	£948.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 2 Dwellings	per application	£1,326.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 3 Dwellings	per application	£1,626.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 4 Dwellings	per application	£2,100.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 5 Dwellings	per application	£2,394.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 6 Dwellings	per application	£2,724.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 7 Dwellings	per application	£3,054.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 8 Dwellings	per application	£3,354.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 9 Dwellings	per application	£3,672.00
Corporate Director Place	Planning	Building control - Table A New Dwelling (up to 200m2) - 10 Dwellings	per application	£4,032.00
Corporate Director Place	Planning	Building Control - Table B - Conversion of garage in to living accommodation	per application	£354.00
Corporate Director Place	Planning	Building Control - Table B - Garage and Car Ports up to 40m²	per application	£360.00
Corporate Director Place	Planning	Building Control - Table B - Electrical works (Non-competent persons scheme)	per application	£516.00
Corporate Director Place	Planning	Building Control - Table B - Garage and Car Ports over 40m² up to 60m²	per application	£426.00
Corporate Director Place	Planning	Building Control - Table B - Extensions and Loft Conversions up to 10m²	per application	£528.00
Corporate Director Place	Planning	Building Control - Table B - Extensions and Loft Conversions over 10m² up to 20m²	per application	£624.00
Corporate Director Place	Planning	Building Control - Table B - Extensions and Loft Conversions over 20m² up to 40m²	per application	£654.00
Corporate Director Place	Planning	Building Control - Table B - Extensions and Loft Conversions over 40m² up to 60m²	per application	£780.00
Corporate Director Place	Planning	Building Control - Table B - Extensions and Loft Conversions over 60m² up to 80m²	per application	£906.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - 0-2000	per application	£258.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - 2001-5000	per application	£312.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - 5001-10000	per application	£420.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - 10001-15000	per application	£522.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - 15001-20000	per application	£558.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - 20001-30000	per application	£672.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - 30001-40000	per application	£786.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - 40001-50000	per application	£840.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - Replacement windows	per application	£210.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - Copy of completion certificate	per application	£48.00
Corporate Director Place	Planning	Building Control - Demolition Notice	per notice	£130.00
Corporate Director Place	Planning	Building Control - Re roofing	per application	£306.00
Corporate Director Place	Planning	Building Control - Table C - Estimated cost of works - Fire Risk Assessments (based on number of hours/hourly rate) hourly rate	per hour	£75.00
Corporate Director Place	Planning	Pre application advice (to be taken off the application fee when submitted)	per application	£75.00
Corporate Director Place	Planning	Building Control - Electrical works	per application	£475.00
Corporate Director Place	Planning	Re opening of old applications (payable to reopen an application that has not had a site inspection in the previous five years)	per application	£110.00
Corporate Director Place	Planning	Fastrack options available on application fees	per application	10% of the application fee

Annex 9 – Fees and Charges (page 9)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Planning	S106 Monitoring Fees - Fixed fee for £250 per non-financial obligations	per obligation	£250.00
Corporate Director Place	Planning	S106 Monitoring Fees - S106 financial obligations 1% of the total financial contribution	per agreement	1% of total financial contribution
Corporate Director Resources	Finance	A&BS Light Touch package (Schools)	per package	£722.00
Corporate Director Resources	Finance	A&BS Core package (Schools)	per package	£1,620.00
Corporate Director Resources	Finance	A&BS Enhanced package (Schools)	per package	£2,256.00
Corporate Director Resources	Finance	A&BS New Bursar / Finance Officer Support Package (Schools)	per package	£787.00
Corporate Director Resources	Finance	A&BS Headteachers' Financial Management Programme (Schools)	per package	£722.00
Corporate Director Resources	Finance	A&BS operational site visits (Schools)	per half day	£235.00
Corporate Director Resources	Finance	A&BS Helpdesk (Schools)	per package	£280.00
Corporate Director People	Education & Skills	BSS Advisory teacher (Schools)	per day	£461.00
Corporate Director People	Education & Skills	BSS Behaviour Assistant (Schools)	per day	£218.00
Corporate Director People	Education & Skills	EY Support package for registered childminders (Schools)	per package	£67.00
Corporate Director People	Education & Skills	ELSA Supervision (Schools)	per package	£151.00
Corporate Director People	Education & Skills	EWO Support (Schools)	per day	£346.00
Corporate Director People	Education & Skills	Support for Travellers package: 6 week intervention (Schools)	per package	£1,741.60
Corporate Director People	Education & Skills	Support for Travellers package: 12 week intervention (Schools)	per package	£3,257.61
Corporate Director People	Education & Skills	Bilingual assistant package: short term 6 sessions (3 hours) (Schools)	per package	£690.65
Corporate Director People	Education & Skills	Bilingual assistant package: full year 36 sessions (3 hours) (Schools)	per package	£4,061.59
Corporate Director People	Education & Skills	EMTAS Advisory Teacher (Schools)	per day	£460.73
Corporate Director People	Education & Skills	EMTAS Advisory Teacher session (Schools)	per half day	£251.31
Corporate Director People	Education & Skills	EMTAS Advisory Teacher session (Schools)	per hour	£106.91
Corporate Director People	Education & Skills	EMTAS Bilingual Assistant (Schools)	per day	£218.48
Corporate Director People	Education & Skills	EMTAS Bilingual Assistant session (Schools)	per half day	£118.86
Corporate Director People	Education & Skills	EMTAS Bilingual Assistant session (Schools)	per hour	£53.46
Corporate Director Resources	Finance	Free School Meals Eligibility Checking Service (Schools)	per pupil	£0.74
Chief Executive	Public Health	Health & Safety package secondary (Schools)	per package	£1,601.00
Chief Executive	Public Health	Health & Safety package large primary/special (Schools)	per package	£901.00
Chief Executive	Public Health	Health & Safety package small primary (Schools)	per package	£433.00
Chief Executive	Public Health	Learning outside the classroom and EVOLVE (Schools)	per pupil	£236 <200 NOR, >201 NOR £1.18 per NOR
Chief Executive	Public Health	HR Advisory (Schools)	per staff headcount	£48.97
Chief Executive	Public Health	HR Advisory LA schools package (Schools)	per package	£197.91 flat rate plus £4.95 per NOR
Corporate Director People	Education & Skills	LRH Platinum subscription (Schools)	per pupil	£15.95
Corporate Director People	Education & Skills	LRH Gold subscription (Schools)	per pupil	£15.25
Corporate Director People	Education & Skills	LRH Silver subscription (Schools)	per pupil	£4.50
Corporate Director People	Education & Skills	LRH Bronze subscription (Schools)	per package	£598.00
Corporate Director People	Education & Skills	LRH School visitor (Schools)	per class	£153.00
Corporate Director People	Education & Skills	LRH School Library advice (Schools)	per hour	£78.00
Corporate Director People	Education & Skills	LRH Early Years package (Schools)	per package	£419.00
Corporate Director People	Education & Skills	LRH Childminder package (Schools)	per package	£97.00

Annex 9 – Fees and Charges (page 10)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Chief Executive	HR&OD and Transformation	Payroll Premium package (Schools)	per staff headcount	£77.06
Chief Executive	HR&OD and Transformation	Payroll Standard package (Schools)	per staff headcount	£62.89
Chief Executive	HR&OD and Transformation	payroll LA school package (Schools)	per package	HR admin base cost £421.26 plus £4.21 per pupil & Payroll £44.30 per employee
Chief Executive	HR&OD and Transformation	Wiltshire Rewards (Schools)	per staff headcount	£3.00
Chief Executive	HR&OD and Transformation	Headship recruitment administration (Schools)	per package	£260.00
Chief Executive	HR&OD and Transformation	Advertising Basic x10 (LA) (Schools)	per package	£332.00
Chief Executive	HR&OD and Transformation	Advertising Basic x10 (Academy) (Schools)	per package	£807.00
Chief Executive	HR&OD and Transformation	Advertising Basic x10 (External) (Schools)	per package	£1,187.00
Chief Executive	HR&OD and Transformation	Advertising Standard x10 (LA) (Schools)	per package	£522.00
Chief Executive	HR&OD and Transformation	Advertising Standard x10 (Academy) (Schools)	per package	£997.00
Chief Executive	HR&OD and Transformation	Advertising Standard x10 (External) (Schools)	per package	£1,377.00
Chief Executive	HR&OD and Transformation	Advertising Premium x10 (LA) (Schools)	per package	£665.00
Chief Executive	HR&OD and Transformation	Advertising Premium x10 (Academy) (Schools)	per package	£1,140.00
Chief Executive	HR&OD and Transformation	Advertising Premium x10 (External) (Schools)	per package	£1,520.00
Chief Executive	HR&OD and Transformation	Advertising Basic x20 (LA) (Schools)	per package	£630.00
Chief Executive	HR&OD and Transformation	Advertising Basic x20 (Academy) (Schools)	per package	£1,530.00
Chief Executive	HR&OD and Transformation	Advertising Basic x20 (External) (Schools)	per package	£2,250.00
Chief Executive	HR&OD and Transformation	Advertising Standard x20 (LA) (Schools)	per package	£990.00
Chief Executive	HR&OD and Transformation	Advertising Standard x20 (Academy) (Schools)	per package	£1,890.00
Chief Executive	HR&OD and Transformation	Advertising Standard x20 (External) (Schools)	per package	£2,610.00
Chief Executive	HR&OD and Transformation	Advertising Premium x20 (LA) (Schools)	per package	£1,260.00
Chief Executive	HR&OD and Transformation	Advertising Premium x20 (Academy) (Schools)	per package	£2,160.00
Chief Executive	HR&OD and Transformation	Advertising Premium x20 (External) (Schools)	per package	£2,880.00
Corporate Director Place	Highways Operations	Bikeability (Schools)	per pupil	£5.70
Corporate Director Place	Highways Operations	Scootability (Schools)	per pupil	£5.70
Corporate Director People	Education & Skills	School Effectiveness Advice & support (Schools)	per 2 hour	£170.00
Corporate Director People	Education & Skills	School Effectiveness Advice & support (Schools)	per half day	£271.00
Corporate Director People	Education & Skills	School Effectiveness Advice & support (Schools)	per day	£453.00
Corporate Director People	Education & Skills	School Effectiveness Individual school training (Schools)	per 2 hour	£230.00
Corporate Director People	Education & Skills	School Effectiveness Individual school training (Schools)	per half day	£300.00
Corporate Director People	Education & Skills	School Effectiveness Individual school training (Schools)	per day	£500.00

Annex 9 – Fees and Charges (page 11)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director People	Education & Skills	Headteacher recruitment package (Schools)	per package	£1,178.00
Corporate Director People	Education & Skills	Mark for Impact package (LA) (Schools)	per package	£800.00
Corporate Director People	Education & Skills	Mark for Impact package (Academy) (Schools)	per package	£1,500.00
Corporate Director People	Education & Skills	School Improvement package (Schools)	per package	£1,850.00
Corporate Director People	Education & Skills	Headteacher performance management (Schools)	per package	£374.00
Corporate Director People	Education & Skills	Pupil premium evaluation (Schools)	per package	£416.00
Corporate Director People	Education & Skills	Spotlight pupil premium (Schools)	per package	£624.00
Corporate Director People	Education & Skills	Early Career Teacher Appropriate Body Service (Schools)	per package	£100.00
Corporate Director People	Education & Skills	Early Career Teacher Appropriate Body Service (Schools)	per package	£200.00
Corporate Director People	Education & Skills	Moderation & Monitoring Registration (Schools)	per package	£55.00
Corporate Director People	Education & Skills	Data package (Schools)	per package	£686.00
Corporate Director People	Education & Skills	Perspective Lite (Schools)	per package	£312.00
Corporate Director People	Education & Skills	School Governance Core package (Schools)	per package	£1,203.00
Corporate Director People	Education & Skills	School Governance Clerking Service (Schools)	per package	£1,849.00
Corporate Director People	Education & Skills	School Governance review (Schools)	per package	£989.00
Corporate Director Place	Highways Operations	Burial fees -Burial in a grave -Burial of a body (coffin)	Per burial	£942.70
Corporate Director Place	Highways Operations	Burial fees -Burial in a grave - Large Coffin Surcharge	Per burial	£258.55
Corporate Director Place	Highways Operations	Burial fees -Burial of cremated remains -Burial of a body (ashes)	Per burial	£319.20
Corporate Director Place	Highways Operations	Burial Fees-Use of Chapels Bradford-on-Avon,Trowbridge or Westbury	Per chapel use	£163.85
Corporate Director Place	Highways Operations	Burial Fees - Exclusive rights of Burial -Grave (Coffin) for 40 years	Per grave	£844.83
Corporate Director Place	Highways Operations	Burial Fees - Exclusive rights of Burial -Grave (Coffin) extension 10 years	Per grave	£211.21
Corporate Director Place	Highways Operations	Burial Fees - Exclusive rights of Burial -Grave for 40 years (Child under 15 years)	Per grave	£425.60
Corporate Director Place	Highways Operations	Burial Fees - Exclusive rights of Burial -Grave extension (Child-under 15 years old) 10 years	Per grave	£106.40
Corporate Director Place	Highways Operations	Burial Fees - Exclusive rights of Burial - Ashes plot 40 years	Per plot	£425.60
Corporate Director Place	Highways Operations	Burial Fees - Exclusive rights of Burial - Ashes plot extension	Per plot	£106.40
Corporate Director Place	Highways Operations	Memorials - Traditional -Style- Headstone 36 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Traditional -Style- Headstone (for kerbs) 36 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Traditional -Style- Kerbs and or cover stone 36 x 84	Per Kerb or stone cover	£401.12
Corporate Director Place	Highways Operations	Memorials - Traditional -Style- Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Traditional -Style- Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Traditional -Style- Additional Inscription	Per additional inscription	£114.91

Annex 9 – Fees and Charges (page 12)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Highways Operations	Memorials - Cremated Remains -Style- Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Cremated Remains -Style- Book Memorial 31 x 24 x 12	Per book memorial	£254.29
Corporate Director Place	Highways Operations	Memorials - Cremated Remains -Style- Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Cremated Remains -Style- Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Children's section -Style- Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Children's section -Style- Headstone (for Kerbs) 31 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Children's section -Style- kerbs and or cover stone 36 x 60	Per Kerb or stone cover	£234.08
Corporate Director Place	Highways Operations	Memorials - Children's section -Style- Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Children's section -Style- Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Children's section -Style- Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Children's section -Style- Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Hilperton -traditional section -Style Headstone 36 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Hilperton -traditional section -Style Headstone (for Kerbs) 36 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Hilperton -traditional section -Style-Kerbs and or cover stone 36 x 36	Per Kerb or stone cover	£401.12
Corporate Director Place	Highways Operations	Memorials - Hilperton -traditional section -Style - Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Hilperton -traditional section -Style - Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Hilperton -traditional section -Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Hilperton -Lawn section -Style -Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Hilperton -Lawn section -Style -Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Hilperton -Cremated Remains section - Style - Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Hilperton -Cremated Remains section - Style - Book Memorial 31 x 24 x 12	Per book memorial	£254.29
Corporate Director Place	Highways Operations	Memorials - Hilperton -Cremated Remains section - Style - Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Hilperton -Cremated Remains section - Style - Garden of remembrance 16 x 12 x 3	Per stone	£254.29
Corporate Director Place	Highways Operations	Memorials - Hilperton -Cremated Remains section - Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Holt-traditional section -Style Headstone 36 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Holt -traditional section -Style Headstone (for Kerbs) 36 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Holt -traditional section -Style-Kerbs and or cover stone 36 x 36	Per Kerb or stone cover	£401.12
Corporate Director Place	Highways Operations	Memorials - Holt -traditional section -Style - Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Holt -traditional section -Style - Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Holt -traditional section -Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Holt -Lawn section -Style -Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Holt -Lawn section -Style -Additional Inscription	Per additional inscription	£114.91

Annex 9 – Fees and Charges (page 13)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Highways Operations	Memorials - Holt -Cremated Remains section - Style - Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Holt -Cremated Remains section - Style - Book Memorial 31 x 24 x 12	Per book memorial	£254.29
Corporate Director Place	Highways Operations	Memorials - Holt -Cremated Remains section - Style - Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Holt -Cremated Remains section - Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials -Melksham -traditional section -Style Headstone 36 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham -traditional section -Style Headstone (for Kerbs) 36 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham -traditional section -Style-Kerbs and or cover stone 36 x 36	Per Kerb or stone cover	£401.12
Corporate Director Place	Highways Operations	Memorials - Melksham -traditional section -Style - Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Melksham -traditional section -Style - Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Melksham -traditional section -Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Melksham -Lawn section -Style -Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham -Lawn section -Style -Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Melksham -Cremated Remains section - Style - Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham -Cremated Remains section - Style - Book Memorial 31 x 24 x 12	Per book memorial	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham -Cremated Remains section - Style - Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham -Cremated Remains section - Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Melksham - Children's Section - Style -Headstone 31 x 24 x12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham - Children's Section - Style -Headstone (for kerbs) 31 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham - Children's Section - Style - Kerbs and or cover stone 36 x 60	Per Kerb or stone cover	£234.08
Corporate Director Place	Highways Operations	Memorials - Melksham - Children's Section - Style - Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Melksham - Children's Section - Style - Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Melksham - Children's Section - Style - Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Melksham - Children's Section - Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Trowbridge -traditional section -Style Headstone 36 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge -traditional section -Style Headstone (for Kerbs) 36 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge -traditional section -Style-Kerbs and or cover stone 36 x 36	Per Kerb or stone cover	£401.12
Corporate Director Place	Highways Operations	Memorials - Trowbridge -traditional section -Style - Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials -Trowbridge -traditional section -Style - Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Trowbridge -traditional section -Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Trowbridge -Lawn section -Style -Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge -Lawn section -Style -Additional Inscription	Per additional inscription	£114.91

Annex 9 – Fees and Charges (page 14)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Highways Operations	Memorials - Trowbridge - Cremated Remains section - Style - Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge -Cremated Remains section - Style - Book Memorial 31 x 24 x 12	Per book memorial	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge -Cremated Remains section - Style - Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge -Cremated Remains section - Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials -Trowbridge - Children's Section - Style -Headstone 31 x 24 x12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge - Children's Section - Style -Headstone (for kerbs) 31 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge - Children's Section - Style - Kerbs and or cover stone 36 x 60	Per Kerb or stone cover	£234.08
Corporate Director Place	Highways Operations	Memorials - Trowbridge - Children's Section - Style - Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Trowbridge - Children's Section - Style - Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Trowbridge - Children's Section - Style - Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Trowbridge - Children's Section - Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Warminster -Lawn section -Style -Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Warminster -Lawn section -Style -Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Warminster - Cremated Remains section - Style - Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Warminster -Cremated Remains section - Style - Book Memorial 31 x 24 x 12	Per book memorial	£254.29
Corporate Director Place	Highways Operations	Memorials - Warminster -Cremated Remains section - Style - Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Warminster -Cremated Remains section - Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials -Westbury -traditional section -Style Headstone 36 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury -traditional section -Style Headstone (for Kerbs) 36 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury -traditional section -Style-Kerbs and or cover stone 36 x 36	Per Kerb or stone cover	£401.12
Corporate Director Place	Highways Operations	Memorials - Westbury -traditional section -Style - Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Westbury -traditional section -Style - Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Westbury -traditional section -Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Westbury -Lawn section -Style -Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury -Lawn section -Style -Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Memorials - Westbury -Cremated Remains section - Style - Headstone 31 x 24 x 12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury -Cremated Remains section - Style - Book Memorial 31 x 24 x 12	Per book memorial	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury -Cremated Remains section - Style - Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury -Cremated Remains section - Style - Additional Inscription	Per additional inscription	£114.91

Annex 9 – Fees and Charges (page 15)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Place	Highways Operations	Memorials - Westbury - Children's Section - Style -Headstone 31 x 24 x12	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury - Children's Section - Style -Headstone (for kerbs) 31 x 36	Per headstone	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury - Children's Section - Style Kerbs and or cover stone 36 x 60	Per Kerb or stone cover	£234.08
Corporate Director Place	Highways Operations	Memorials - Westbury - Children's Section - Style Tablet 24 x 24	Per tablet	£254.29
Corporate Director Place	Highways Operations	Memorials - Westbury - Children's Section - Style Vase 12 x 12 x 12	Per vase	£46.82
Corporate Director Place	Highways Operations	Memorials - Westbury - Children's Section - Style - Statue (height 36)	Per statue	£46.82
Corporate Director Place	Highways Operations	Memorials - Westbury - Children's Section - Style - Additional Inscription	Per additional inscription	£114.91
Corporate Director Place	Highways Operations	Fleet Services - MOTs - Staff / services such as police / ambulances - class 4, standard car	Per Mot	£57.00
Corporate Director Place	Highways Operations	Fleet Services - MOTs -Staff / services such as police / ambulances - class 5, 13-16 seat minibus	Per Mot	£62.00
Corporate Director Place	Highways Operations	Fleet Services - MOTs -Staff / services such as police / ambulances - class 7 Good Vehicles between 3 tonnes and 3.5 tonnes	Per Mot	£61.00
Corporate Director Place	Highways Operations	Fleet Services - MOTs - Public - class 4, standard car	Per Mot	£57.00
Corporate Director Place	Highways Operations	Fleet Services - MOTs - Public - class 5, 13-16 seat minibus	Per Mot	£62.00
Corporate Director Place	Highways Operations	Fleet Services - MOTs -Public - class 7 Good Vehicles between 3 tonnes and 3.5 tonnes	Per Mot	£61.00
Corporate Director Place	Highways Operations	Fleet Services - Other chargeable services - Fleet Lifting Operations & Lifting Equipment Regulations (LOLER) - per examination	Per examination	£83.00
Corporate Director Place	Highways Operations	Fleet Services - Other chargeable services - Fleet Driver Training - Minibus Driver Awareness Scheme - per person per day	Per person, Per day	£120.00
Corporate Director Place	Highways Operations	Fleet Services - Other chargeable services - Fleet Vehicles for hire to schools, community groups and voluntary groups. Cost per vehicle per day includes insurance, excludes driver, excludes fuel	Per vehicle, per day	£93.00
Corporate Director Place	Highways Operations	General Markets - Continental Markets	per day	£290.00
Corporate Director Place	Highways Operations	Events - Use of Council Land	per day	£290.00
Corporate Director Place	Highways Operations	Administration Fee	Per admin fee	£32.00
Corporate Director Place	Highways Operations	Town Traders - Annual Street Trading Consent all days of the year, including Bank Holidays	Annual	£4,133.00
Corporate Director Place	Highways Operations	Town Traders Daily Street Trading Consent - All days of the week, including Bank Holidays where these fall on the days included in the consent.	Per day	£52.00
Corporate Director Place	Highways Operations	Town Traders - Block Street Trading Consent	Per day	£290.00
Corporate Director Place	Highways Operations	All other traders - Annual Street Trading Consent - all days of the year, including Bank Holidays	Annual	£2,206.15
Corporate Director Place	Highways Operations	Daily Street Trading Consent - All days of the week, including Bank Holidays	Per day	£23.95
Corporate Director Place	Highways Operations	Block Street Trading Consent	Per day	£290.00
Corporate Director Resources	HR&OD and Transformation	DBS - Enhanced check	Per check	£40.00
Corporate Director Resources	HR&OD and Transformation	DBS - Standard check	Per check	£23.00
Corporate Director Resources	HR&OD and Transformation	DBS - Basic Check	Per check	£23.00
Corporate Director Resources	HR&OD and Transformation	Admin charge to be added	Per check	£16.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees -Paediatric First Aid	Per course	£130.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees -Paediatric First Aid (group of 8-12 at client venue)	Per group course	£1,000.00

Annex 9 – Fees and Charges (page 16)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees -Cancellation charge - more than 14 days notice	Per course	Cancellation 6-19 days 50% + £20 admin charge
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Cancellation charge - less than 14 days notice	Per course	Cancellation under 5 days no refund
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Basic First Aid	Per course	£65.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Basic First Aid (group of 8-15 at client venue)	Per group course	£325.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Manual Handling & Moving People practical	Per course	£115.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Manual Handling & Moving People (group of 8-15 at client venue)	Per group course	£850.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Safeguarding for Front Line Staff	Per course	£50.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Safeguarding for Front Line Staff (group of 8-15 at client venue)	Per group course	£325.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Managers Safeguarding	Per course	£65.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees -Managers Safeguarding (group of 8-15 at client venue)	Per group course	£375.00
Corporate Director Resources	HR&OD and Transformation	Learning & Developments fees -Autism support- Understanding Autism	Per course	£50.00
Corporate Director Resources	HR&OD and Transformation	Learning & Development fees - Autism support- Understanding Autism (group of 8-15 at client venue)	Per group course	£325.00
Chief Executive	Legal & Governance	Registration - Marriage/CP Ceremony in small registration office ceremony room max 40 Mon - Thu	Per Ceremony	£250.00
Chief Executive	Legal & Governance	Registration - Marriage/CP Ceremony in small registration Office ceremony room (40) Fri	Per Ceremony	£300.00
Chief Executive	Legal & Governance	Registration - Marriage/CP Ceremony in small registration office ceremony room (40) Sat	Per Ceremony	£330.00
Chief Executive	Legal & Governance	Registration - Marriage/CP Ceremony in large Registration Office ceremony room (60-70) Mon - Thu	Per Ceremony	£300.00
Chief Executive	Legal & Governance	Registration - Marriage/CP Ceremony in large Registration Office ceremony room (60-70), Fri	Per Ceremony	£350.00
Chief Executive	Legal & Governance	Registration- Marriage/CP Ceremony in large Registration Office ceremony room (60-70), Sat	Per Ceremony	£380.00
Chief Executive	Legal & Governance	Registration - Marriage/CP in an Approved Venue Monday to Thursday	Per Ceremony	£475.00
Chief Executive	Legal & Governance	Registration - Marriage/CP in an Approved Venue Friday	Per Ceremony	£500.00
Chief Executive	Legal & Governance	Registration - Marriage/CP in an Approved Venue Saturday	Per Ceremony	£525.00
Chief Executive	Legal & Governance	Registration - Combination ceremony package includes small stat ceremony, 2nd celebratory ceremony & inspection fee	Per Ceremony	£625.00
Chief Executive	Legal & Governance	Registration - Conversion of CP to Marriage - Registration only in an Approved Venue Mon to Friday	Per Ceremony	£250.00
Chief Executive	Legal & Governance	Registration - Conversion of CP to Marriage - Registration only in an Approved Venue Saturday	Per Ceremony	£290.00
Chief Executive	Legal & Governance	Registration - Conversion of CP to Marriage - Registration only in an Approved Venue Sunday	Per Ceremony	£325.00
Chief Executive	Legal & Governance	Registration - Conversion of CP to Marriage - Registration only in an Approved Venue Bank Holiday	Per Ceremony	£350.00
Chief Executive	Legal & Governance	Registration - Licence for Approved Premises for Marriage or Civil Partnership includes naming and celebration of marriage (formerly renewal of vows) ceremonies (valid for 3 years)	per licence	£1,850.00
Chief Executive	Legal & Governance	Registration - Licence For Religious Buildings to be Approved Premises for Civil Partnership Registrations	per licence	£1,850.00
Chief Executive	Legal & Governance	Registration - Fee for Request to Review Decision regarding Approved Venue/Religious Building Licence	per licence	£300.00

Annex 9 – Fees and Charges (page 17)

Corporate Directorate	Service	Fee	Unit	2022/23 Price
Chief Executive	Legal & Governance	Registration - Welcoming Ceremony (Naming) or Celebration of Marriage/CP at a Registration Office Sat	Per Ceremony	£330.00
Chief Executive	Legal & Governance	Registration - Welcoming Ceremony (Naming) or Celebration of Marriage/CP at a Registration Office Sat	Per Ceremony	£380.00
Chief Executive	Legal & Governance	Registration - Welcoming Ceremony (Naming) or Celebration of Marriage/CP in an Approved Venue Mon to Thu	Per Ceremony	£475.00
Chief Executive	Legal & Governance	Registration - Welcoming Ceremony (Naming) or Celebration of Marriage/CP in an Approved Venue Friday	Per Ceremony	£500.00
Chief Executive	Legal & Governance	Registration - Welcoming Ceremony (Naming or Celebration of Marriage/CP in an Approved Venue (Sat)	Per Ceremony	£525.00
Chief Executive	Legal & Governance	Registration - Proof of Life certification/PD2 form completion for change of name on passport	per passport	£20.00
Corporate Director Place	Highways & Transport	Highways Information - hourly rate	per hour	£77.18
Corporate Director Place	Highways & Transport	Highways and Rights of Way - hourly rate	per hour	£100.28
Corporate Director Place	Highways & Transport	Public Rights of Way only - hourly rate	per hour	£55.44
Corporate Director Place	Highways & Transport	Common Land and Village Green - per enquiry	per enquiry	£26.78
Corporate Director Place	Highways & Transport	Highway Statement or Declaration only	per statement / declaration	£236.25
Corporate Director Place	Highways & Transport	Public Path Orders	per order	£2,388.75
Corporate Director Place	Highways & Transport	ROW - Correction of the Commons or Town and Village Green Registers for non-registration or mistaken registration of land	per correction	£2,156.00
Corporate Director Place	Highways & Transport	ROW - searching for land to which rights of common attach	per hour	£70.00
Total				

*NB

Does not include:-

    Statutory charges

    Rents and Service charges

    Leisure Centre charges - please refer to Cabinet Member Decision paper 03rd August 2021 - titled Alignment of Fees, Charges and Memberships

    Parking fees and charges will follow the Traffic Regulation Order process or consultation

    All private sector lease properties and temporary accommodation rents will increase by 4.1%

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Appendix 2 – Capital Strategy 2022/23

1. This report presents the Capital Strategy for 2022/23 which sets out the proposed Capital Programme for 2022/23 with future years projected to 2029/2030.

2. The Capital Strategy is an annual requirement that must be approved by Full Council.

3. The purpose of the Capital Strategy is to clearly set out the priorities and framework within which Wiltshire Council determines its resourcing priorities for capital investment, decides the level of borrowing, the affordability of the borrowing and sets the level of the risk appetite.

BACKGROUND

4. The Prudential code for Capital Finance in Local Authorities (2017) introduced a new requirement for Local Authorities to prepare an annual Capital Strategy to be authorised by Full Council.

5. The purpose of the Capital Strategy is to clearly set out the priorities and framework within which Wiltshire Council determines its resourcing priorities for capital investment, decides the level of borrowing, the affordability of the borrowing and sets the level of the risk appetite.

6. The prudential code sets out that the Capital Strategy is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future sustainability.

7. The Capital Strategy does not duplicate more detailed policies, procedures or plans; it is intended to sit above and reference these to allow those seeking more detail to know where to find it.

8. Capital Expenditure is defined within the Chartered Institute of Public Finance and Accountancy's (CIPFA) Accounting Code of Practice as; Expenditure that results in the acquisition, construction, or the enhancement of non-current assets (tangible or intangible) in accordance with proper practices… All other expenditure must be accounted for as revenue expenditure unless specifically directed by the Secretary of State.

CAPITAL EXPENDITURE

Capital Programme

9. The Capital Programme is approved by Full Council. The proposed Capital Programme 2022/23-2029/30 is attached in Appendix 1, annex 7, and totals £1,286.953m. A summary position is set out in the tables below for both the capital spend and how it is planned to be financed.

	Revised 22/23 Budget £'m	Revised 23/24 Budget £'m	Revised 24/25 Budget £'m	Revised 25/26 to 29/30 Budget £'m	TOTAL £'m
Corporate Director - People	47.308	21.267	16.990	18.000	103.565
Corporate Director - Resources	162.622	72.245	64.068	27.722	326.657
Corporate Director - Place	52.026	73.594	80.136	336.409	542.165
General Fund Total	**261.956**	**167.106**	**161.194**	**382.131**	**972.387**
Housing Revenue Account	**45.159**	**38.309**	**36.391**	**194.707**	**314.566**
Total Capital Programme	**307.115**	**205.415**	**197.585**	**576.838**	**1,286.953**

Funding	Revised 22/23 Budget £'m	Revised 23/24 Budget £'m	Revised 24/25 Budget £'m	Revised 25/26 to 29/30 Budget £'m	TOTAL £'m
Grants	73.152	79.999	101.497	322.968	577.616
Contributions	2.198	7.162	7.739	3.504	20.603
HRA	45.159	38.309	36.391	194.705	314.564
Capital Receipts	3.439	0.250	0.250	1.250	5.189
Flexible Capital Receipts	0.000	0.000	0.000	0.000	0.000
Borrowing - Funded by revenue saving in service	100.787	33.478	13.299	0.751	148.315
Borrowing	82.380	44.217	38.409	21.570	186.576
Other	0.000	2.000	0.000	32.090	34.090
Total Capital Programme Funding	**307.115**	**205.415**	**197.585**	**576.838**	**1,286.953**

10. The Capital Programme sets out the capital projects that the Council plans to invest in over the next 8 years from 2022/23 to 2029/30; the amount of budget per project per year and the indicative sources of funding.

11. The Capital Programme has been reviewed and all figures validated, amended and reprofiled in consultation with Capital Project leads where necessary.

12. The revenue impact of financing capital investments are two fold, external interest payable and Minimum Revenue Provision (MRP). For the proposed capital programme 2022/23-2029/30 these have been factored into the 2022/23 revenue budget setting process and MTFS.

13. The key objectives of Wiltshire Council's Capital Programme are to ensure;

- Capital assets are used to support the delivery of business plan priorities and the delivery of council services, including the Housing Revenue Account (HRA) in line with the Council's 4 key business plan principles;
  - o Thriving Economy
  - o Resilient Society
  - o Sustainable Environment
  - o Empowered People

- Expenditure is aligned to the Council's Asset Management Plans and HRA Business Plan to ensure that buildings and infrastructure, such as schools, roads and housing dwellings are fit for purpose and in a suitable condition to deliver services to the communities they serve.
- All investments are affordable, sustainable and financially prudent;
- Expenditure supports and enhances service delivery and/or generates revenue savings or income streams.

14. In setting the Capital Programme, the Council will consider projects that can generate new or additional future on-going income revenues to replace reducing grant funding and enable services that are required by the community to be provided. Opportunities will also be explored to develop new ways of relieving future pressures. These projects will meet wider Council priorities for example support economic activity, development or regeneration so will not be purely for yield.

15. The Council will look to maximise opportunities to secure external funds and work with partners, both private and other government agencies, to increase the overall level of investment within Wiltshire to support priorities and economic development.

People (£103.565m in the period 2022/23-2029/30)

Scheme name	Revised 22/23 Budget £'m	Revised 23/24 Budget £'m	Revised 24/25 Budget £'m	Revised 25/26 to 29/30 Budget £'m	TOTAL £'m
Education & Skills					
Access and Inclusion	0.100	0.100	0.100	0.500	0.800
Basic Need	18.221	4.355	2.042	2.000	26.618
Stonehenge School Replacement of Lower Block	3.342	0.750	0.053	0.000	4.145
Devolved Formula Capital	0.500	0.500	0.500	2.500	4.000
Schools Maintenance & Modernisation	6.557	5.300	4.750	13.000	29.607
Early Years Buildings	1.170	0.000	0.000	0.000	1.170
Special Schools	16.068	10.262	9.545	0.000	35.875
Abnormal Costs in Development of SEND Free School	0.350	0.000	0.000	0.000	0.350
Education & Skills Total	**46.308**	**21.267**	**16.990**	**18.000**	**102.565**
Families & Children's					
Children's Home	1.000	0.000	0.000	0.000	1.000
Families & Children's Total	**1.000**	**0.000**	**0.000**	**0.000**	**1.000**
People Total	**47.308**	**21.267**	**16.990**	**18.000**	**103.565**

16. We want to give the children of Wilshire the best start in life as it is a fundamental part of improving their long-term life chances and affords them the best opportunity to live

long, full and healthy lives. Wiltshire invests in Early Years and Schools to ensure places are available, offering choice and inclusivity and ensuring buildings are in a good condition and provide the right environment for learning and to keep children safe.

17. Included within the programme are significant schemes that cover the planned maintenance of Wiltshire schools from roof replacements to heating systems and provide for expansions and new schools as well as ensuring facilities are accessible for pupils with additional needs.

18. As part of 2022/23 budget setting additional investment of £4.170m has been added to the programme. £3m is to allow for mobile and pratten classrooms to be replaced with permanent extensions and £1.170m to contribute towards the replacement of 4 temporary early year setting buildings that are no longer fit for purpose and to ensure services can continue and that Wiltshire Council meet its statutory duty to provide sufficient childcare across the county. A longer term strategy for Early Year setting building will be developed in 2022.

19. The capital programme for these works totals £66.340m and is funded by a mixture of Council borrowing, Government grant and developer contributions.

20. The Silverwood and SEND Special School capacity and alternative provision programmes will deliver significant additional places from September 2023 for learners with SEND. A new centre of excellence will be delivered at Rowdeford near Devizes, a budget of £36.225m has been allocated for this programme and is largely funded by Council borrowing.

21. This will be a purpose-built special school which will address the demand needs for additional SEND places for Wiltshire while providing:

   - 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

22. A budget of £1m is included to increase the provision of local placements for looked after children. Options are being developed and finalised in 2021/22 to ensure that provision is available for when placements into family based care is not appropriate. Local provision is essential so that children and young people can remain close to their home and communities to enable them to continue with their education and maintain

positive relationships. Being safe throughout life and all its facets is a foundation that all should be provided with.

Resources (£326.657m in the period 2022/23-2029/30)

Scheme name	Revised 22/23 Budget £'m	Revised 23/24 Budget £'m	Revised 24/25 Budget £'m	Revised 25/26 to 29/30 Budget £'m	TOTAL £'m
Finance					
Evolve Project	4.982	2.500	0.000	0.000	7.482
Finance Total	**4.982**	**2.500**	**0.000**	**0.000**	**7.482**
Assets & Commercial Development					
Capital Receipt Enhancement	0.170	0.000	0.000	0.000	0.170
Commercial - Commercial Investment	24.849	12.500	12.500	0.000	49.849
Depot & Office Strategy	4.160	0.000	0.000	0.000	4.160
Disabled Facilities Grants	5.000	4.000	4.000	15.000	28.000
Facilities Management Operational Estate	2.651	3.250	2.500	10.000	18.401
Gypsies and Travellers Projects	1.300	0.000	0.000	0.000	1.300
Housing Infrastructure Fund (HIF)	7.501	21.121	37.581	0.000	66.203
Porton Science Park	3.709	0.000	0.000	0.000	3.709
Health and Wellbeing Centres - Live Schemes	7.850	0.441	0.045	0.000	8.336
Non-Commercial Property Purchases	0.059	0.000	0.000	0.000	0.059
North Wiltshire Schools PFI Playing Fields	0.300	0.000	0.000	0.000	0.300
Operational Property Energy Efficiency and Generation	8.400	0.000	0.000	0.000	8.400
Park & Ride Solar Panel Canopys	3.500	0.000	0.000	0.000	3.500
Salisbury Central Car Park & Maltings	32.630	0.000	0.000	0.000	32.630
Facilities Management Investment Estate	0.630	0.250	0.250	1.250	2.380
Social Care Infrastructure & Strategy	0.634	0.000	0.000	0.000	0.634
Assets & Commercial Development Total	**103.343**	**41.562**	**56.876**	**26.250**	**228.031**
Capital Loans					
Stone Circle Housing Company Loan	33.488	12.227	0.799	0.751	47.265
Stone Circle Development Company Loan	11.050	8.751	0.000	0.000	19.801
Capital Loans Total	**44.538**	**20.978**	**0.799**	**0.751**	**67.066**
Information Services					
ICT Applications	4.258	2.914	2.914	0.000	10.086
ICT Business as Usual	1.627	2.284	1.575	0.721	6.207
ICT Other Infrastructure	0.400	0.400	0.400	0.000	1.200
ICT Get Well	3.474	1.607	1.504	0.000	6.585
Microsoft Cloud Navigator	0.000	0.000	0.000	0.000	0.000
Information Services Total	**9.759**	**7.205**	**6.393**	**0.721**	**24.078**
Resources Total	**162.622**	**72.245**	**64.068**	**27.722**	**326.657**

23. The council's Asset Management Plans set out the approach to managing the council's land and property assets. The Council has asset management policy frameworks which support the overall approach of managing assets by portfolio and include areas such as disposals and acquisitions, as well as active management of the council's operational, commercial, and rural estate.

24. The council continues to focus on the most efficient use of its buildings, which includes sharing space. Wiltshire is moving to a market rent position for its tenants and has implemented a third party charging policy.

25. Wiltshire has developed community campuses and hubs in towns across Wiltshire to enable public services to co-locate and improve customer service. This programme has

enabled the Council to reduce and rationalise the number of buildings it owns and their associated repair and maintenance costs. Melksham Campus is due to complete in 2023.

26. New ways of working across the County brought about by increased home working in response to COVID -19 will free up additional buildings. This will create opportunities for commercial lettings of spare space or development opportunities for jobs and homes.

27. Wiltshire Council is on the path to carbon neutral and included within the programme are schemes and projects for the estate that will assist with this, these projects include lighting upgrades, PV installations, upgraded air handling units and installation of air source heat pumps.

28. As part of the 2022/23 capital budget setting additional investment of £5.130m has been added to the programme to address essential health and safety work on the structure and lighting of car parks, repair works at Salisbury Library and for essential compliance and improvements works to the commercial and rural estate to ensure they can be marketed and relet quickly and for the best returns.

29. These programmes, totalling £47.849m, allow Wiltshire Council to deliver its statutory duties by ensuring the estate is maintained to a good standard and services can operate safely, efficiently, and effectively.

30. £31.560m is included within the capital programme for Information Services and the Evolve programme, which will implement a new Enterprise Resource Planning (ERP) system for the Council. Wiltshire Council invests in digital infrastructure to underpin all of Wiltshire operations and services and ensure communities and business can engage and transact responsively and seamlessly. The majority of these programmes are funded through borrowing.

31. The Chippenham Housing Infrastructure Fund (HIF) scheme relates to the delivery of significant infrastructure works in and around Chippenham. The budget for this scheme over this capital programme is £66.203m and is funded by external grants from Central Government following a successful application to Central Government's Housing Infrastructure Fund (HIF). This scheme will provide the infrastructure upfront to unlock housing supply to ensure people can live and work locally and play an active part in their community.

32. Stone Circle Housing and Development companies were established in 2019 to meet a range of Wiltshire's strategic housing needs and undertake residential development, predominantly on Council owned land to ensure these needs are met while increasing the potential return to the Council.

33. The aim of Stone Circle Housing Company is to meet a range of strategic housing needs facing the council that cannot easily be addressed by the Council's current approaches. Accommodation to meet the needs of specific vulnerable households in a timely manner from the existing housing stock in Wiltshire is not a priority for the Council's registered provider partners. The Council procures accommodation for homeless households that is costly and the quality and cost could be improved by

private rented sector accommodation provided by a local housing company. The Stone Circle Business Plan aims to purchase 250 properties by 2025.

34. The Council has a successful programme of asset disposal. Over the next three years the Council estimates that it may be able to offer to the market sites capable of residential development which subject to planning permission could deliver over 500 units of accommodation. The Council has established Stone Circle Development Company to enable the strategic housing needs across the County to be better met while increasing the potential return that could be generated from the developments.

35. Improving housing supply is critical for ensuring people can live and work locally and play an active part in their community. We want to ensure that residents have easy access to high quality and affordable housing that's close to their family, that's right for them and in beautiful places.

36. The total budget for these schemes over the period 2021/22-2029/30 is £67.066m and will be financed by external borrowing which will be funded by returns from the Stone Circle Housing and Development companies.

37. The commercial investment capital allocation of £53.349m exists to finance investment with a service or regeneration benefit where it is also possible to achieve a return above costs. This allocation will also enable the Council to seek investment in acquisitions that could further bio-diversity net gain and it is intended that in 2022/23 a policy is adopted to support such an approach. Investment in solar panel canopies on Council sites will not only generate energy to offset the Council's energy costs but will also address the climate emergency thus furthering the Council energy carbon reductions programme in its own estate.

38. Disabled Facility programme is funded by Government grant and is forecast to be £26m across this capital programme period. This programme enables vulnerable households to remain in their homes through means tested adaptations.

39. A £31.2m budget is held over the potential future development and regeneration at the Maltings and Central Car Park sites in Salisbury. The Council had been in discussions with a lease owner around a potential acquisition to enable a strategic land assembly for future re-development, however the site and lease has recently been sold to a new owner. It is anticipated that discussions will take place with the new owner and that a decision on the likely next steps for this scheme will be made in 2022/23.

Place (£542.165m in the period 2022/23-2029/30)

Scheme name	Revised 22/23 Budget £'m	Revised 23/24 Budget £'m	Revised 24/25 Budget £'m	Revised 25/26 to 29/30 Budget £'m	TOTAL £'m
Highways & Transport					
Parking Contactless Machines	0.127	0.127	0.126	0.000	0.380
Fleet Vehicles	4.091	0.500	0.500	2.500	7.591
Integrated Transport	1.781	1.781	1.781	8.905	14.248
Local Highways and Footpath Improvement Groups	0.800	0.800	0.800	4.000	6.400
LED Street Lighting	0.200	0.000	0.000	0.000	0.200
Structural Maintenance & Bridges	16.140	16.139	16.139	80.695	129.113
Passenger Transport RTPI	0.695	0.000	0.000	0.000	0.695
Drainage Improvements	0.500	0.500	0.500	0.000	1.500
Major Road Network M4 Junction 17	1.007	1.233	17.033	8.567	27.840
A338 Salisbury Junction Improvements MRN	0.759	0.561	10.136	4.114	15.570
A350 Chippenham Bypass (Ph 4&5) MRN	1.091	19.056	11.070	0.000	31.217
A3250 Melksham Bypass LLM - Full Scheme	2.825	5.630	5.795	221.781	236.031
Highways & Transport Total	**30.016**	**46.327**	**63.880**	**330.562**	**470.785**
Economy & Regeneration					
Boscombe Down	1.191	0.000	0.000	0.000	1.191
Salisbury Future High Streets	5.005	3.214	0.000	0.000	8.219
Trowbridge Future High Streets	5.827	8.363	0.000	0.000	14.190
Carbon reduction	0.009	0.009	0.009	0.000	0.027
Wiltshire Online	0.847	0.097	0.097	0.097	1.138
Economy & Regeneration Total	**12.879**	**11.683**	**0.106**	**0.097**	**24.765**
Environment					
Waste Services	1.019	0.719	0.500	2.500	4.738
HRC Savings Infrastructure	0.100	0.000	0.000	0.000	0.100
Environment Total	**1.119**	**0.719**	**0.500**	**2.500**	**4.838**
Leisure Culture & Communities					
Area Boards and LPSA PRG Reward Grants	0.400	0.400	0.400	2.000	3.200
Community Projects	0.400	0.000	0.000	0.000	0.400
Fitness Equipment for Leisure Centres	0.800	0.250	0.250	1.250	2.550
Libraries - Self Service	0.500	0.000	0.000	0.000	0.500
Trowbridge Leisure Centre	2.000	13.000	10.000	0.000	25.000
Leisure Requirements	3.912	1.215	5.000	0.000	10.127
Leisure Culture & Communities Total	**8.012**	**14.865**	**15.650**	**3.250**	**41.777**
Place Total	**52.026**	**73.594**	**80.136**	**336.409**	**542.165**

40. We have vibrant, well-connected communities where people can get around easily and access good services, including through digital channels. This will help grow the local economy in a sustainable way. Wiltshire invests in it infrastructure, this includes the resurfacing of roads, reactive patching, surface dressing, drainage and pothole repairs and Real Time Passenger Information. The total budget for these schemes over the period is £160.127m and is funded by a combination of external grants from central government , borrowing and developer contributions.

41. A total of £4.485m investment has been added to the capital programme for Highways and Transport projects this will enable £1.5m drainage improvement works to be undertaken to highway and land drainage assets at locations known to be vulnerable to flooding; improving safety and protecting property. Investment in the council vehicle fleet of £1.910m will ensure front line service continue to operate effectively, the Fleet Strategy will be taken to Cabinet in 2022/23 with an emphasis on carbon neutral fleet

and setting out the long terms requirements. £0.380m has been invested to replace 95 outdated car parking machines with contactless machines in Wiltshire car parks over a three year programme. £0.695m will be used to replace the current real time passenger information system which provides live data on how buses are running to the public to encourage the use of busses reducing congestion and emissions.

42. Wiltshire is currently developing major road improvements to facilitate population and employment growth, and improve the local transport infrastructure. £74.627m investment has been added for three Major Road Network Schemes; M4 Junction 17 Improvements, A338 Salisbury Junction Improvements and A350 Chippenham Bypass (ph 4 & 5) and £236.021m for Local Major scheme, the A350 Melksham Bypass.

43. The Major Road Network Schemes will be funded by a combination of Department for Transport (DfT) grant and Wiltshire Council match funding from Community Infrastructure Levy (CIL) and S106 contributions and will only proceed to construction upon confirmation of DfT grant funding. DfT grant funding has been confirmed for the A350 Chippenham Bypass.

44. The council is committed to progressing the A350 Melksham Bypass. It is a Local Major scheme which is expected to take about seven years until it is completed and will have to go through a number of stages, including planning approvals, statutory orders, public inquiry and procurement. At present funding has been included within the capital programme to full construction however financing has only been assigned to Full Business Case stage, which is expected to be submitted in 2026, and this will be through a combination of DfT grant and CIL funding.

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

46. The council was successful in securing Department for Levelling Up, Housing and Communities (MHCLG) grant funding for future high streets and combined with a local contribution will deliver projects in Trowbridge and Salisbury.

47. Salisbury Future High street budget of £8.219m for this period will focus on the Station Forecourt and Fisherton Street in Salisbury. This will enhance the public realm and improve accessibility to make it easier, safer, and more convenient to travel into the city centre.

48. Trowbridge Future High Streets budget of £14,190m, will deliver a range of projects aiming to strengthen the sustainability of Trowbridge Town centre by creating a more diverse offer and increasing footfall. Ensuring this long-term sustainability involves maximising the use of some key buildings, bringing vacant retail units back into use, as well as improving connectivity, the public realm and active travel opportunities within the town centre.

49. An additional £0.838m has been added for Waste services to ensure facilities and closed sites are monitored and achieve the required environmental standards and investment at Household Recycling Centres to increase recycling.

50. £25m investment has been added to the programme to create a new Leisure facility to serve Trowbridge and the surrounding area. The facility will offer swimming, gym and sports hall services and will be part of the Trowbridge Place shaping strategy that is being developed for 2022. An additional £8.627m has also been added for improvement and refurbishment at Leisure Centres to ensure leisure services can operate effectively and commercially and become a sustainable service. These programmes directly link to the Business Plan principle of Empowering People to stay active; keeping socially, physically and mentally active has direct and positive impacts on brain function, weight management, reducing disease and the ability to enjoy life. Improving all these factors for residents will lead to greater happiness and improved independence. These scheme's will be funded by borrowing, the new facility will be a more energy efficient building than the current facilities with a reduced carbon footprint so will enable the Council to deliver a more environmentally sustainable Leisure service.

Housing Revenue Account

Scheme name	Revised 22/23 Budget £'m	Revised 23/24 Budget £'m	Revised 24/25 Budget £'m	Revised 25/26 to 29/30 Budget £'m	TOTAL £'m
Housing Revenue Account					
HRA - Council House Build Programme (Phase 2)	1.387	0.000	0.000	0.000	al Strat Tables
HRA - Council House Build Programme (Phase 3.1)	10.326	0.277	0.000	0.000	10.603
HRA - Council House Build Programme (Phase 3.2)	12.125	2.499	0.000	0.000	14.624
HRA - Council House Build Programme (Phase 3.3)	4.032	17.858	20.537	110.680	153.107
HRA - Refurbishment of Council Stock	17.289	17.675	15.854	84.027	134.845
Housing Revenue Total	**45.159**	**38.309**	**36.391**	**194.707**	**314.566**

51. The Council House Build Programme is aligned to the remodelled Housing Revenue Account (HRA) business plan 2021-2051 that was approved by Cabinet in January 2021. The total budget for this scheme over the period is £179.721m and will be funded by a mixture of grants & contributions, HRA capital receipts or by the HRA, either directly or via external borrowing (funded by the HRA). The aim of the new programmes is to deliver 1000 new homes, and where the Council is in control of development these will be carbon zero new builds.

52. The Refurbishment of Council Stock programme is for the cyclical repairs and maintenance on the council's housing stock e.g. bathrooms, kitchens, roofs boilers etc. The total budget for this scheme over the period is £134.845 million in line with the HRA business plan. The capital programme was increased for investment in all existing stock to achieve energy performance rating B.

Capital Financing

53. The Capital Programme financing can be summarised as follows:

Funding	Revised 22/23 Budget £'m	Revised 23/24 Budget £'m	Revised 24/25 Budget £'m	Revised 25/26 to 29/30 Budget £'m	TOTAL £'m
Grants	73.152	79.999	101.497	322.968	577.616
Contributions	2.198	7.162	7.739	3.504	20.603
HRA	45.159	38.309	36.391	194.705	314.564
Capital Receipts	3.439	0.250	0.250	1.250	5.189
Flexible Capital Receipts	0.000	0.000	0.000	0.000	0.000
Borrowing - Funded by Revenue Saving in	100.787	33.478	13.299	0.751	148.315
Borrowing	82.380	44.217	38.409	21.570	186.576
Other	0.000	2.000	0.000	32.090	34.090
Total Capital Programme Funding	**307.115**	**205.415**	**197.585**	**576.838**	**1,286.953**

54. The Council seeks to utilise a wide range of funding to support its Capital Programme, maximising external funding opportunities, such as grants and contributions, and limiting internal sources, such as revenue funding. Capital funding sources are described below.

55. **Grants & Contributions -** Grant funding is one of the largest sources of financing for the Capital Programme. The majority of grants are awarded by Central Government departments, but some are received from other external bodies. Grants can be specific to a scheme, have conditions attached (such as time and criteria restrictions), or are for general use. S106 deposits account for the majority of capital contribution funding; these deposits are paid by developers and are ringfenced for particular projects as defined in the individual S106 agreements. Community Infrastructure Levy (CIL) can be used to fund capital expenditure in line with the council's CIL policy.

56. **HRA** – Capital expenditure for the Housing Revenue Account (HRA) is ringfenced from general fund capital expenditure and is financed by a combination of HRA borrowing and use of the ring-fenced HRA major repairs reserve.

57. **Capital Receipts -** The income received over the value of £0.010m from the disposal of Fixed Assets or the repayment of loans for capital purposes is defined as a capital receipt. They can normally only be used to fund capital expenditure or repay debt. Some capital receipts have additional restrictions on their use. The council seeks to obtain the highest possible receipt achievable from each disposal after considering wider community or service benefits. HRA receipts generated from the disposal of HRA assets are ringfenced to fund HRA projects.

58. **Borrowing (funded by revenue savings in service) –** There are a small number of schemes in the Capital Programme that are funded by borrowing where the anticipated revenue saving arising from the capital investment will be utilised to fund the costs of borrowing. These schemes, and the associated amount of borrowing to be funded from savings and income generated are:

Scheme name	Revised 22/23 Budget £'m	Revised 23/24 Budget £'m	Revised 24/25 Budget £'m	Revised 25/26 to 29/30 Budget £'m	TOTAL £'m
Commercial - Commercial Investment	24.849	12.500	12.500	0.000	49.849
Stone Circle Housing Company Loan	33.488	12.227	0.799	0.751	47.265
Stone Circle Development Company Loan	11.050	8.751	0.000	0.000	19.801
LED Street Lighting	0.200	0.000	0.000	0.000	0.200
Salisbury Central Car Park & Maltings	31.200	0.000	0.000	0.000	31.200
Total Funding	**100.787**	**33.478**	**13.299**	**0.751**	**148.315**

59. **Borrowing -** The council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding the affordability, prudence and sustainability of that borrowing, in line with the CIPFA Prudential Code for Capital Finance. Borrowing levels for the Capital Programme are therefore constrained by this assessment and by the availability of the revenue budget to meet the cost of this borrowing which is built into the Council's Medium-Term Financial Strategy (MTFS).

60. **Revenue Funding** - The Council can use revenue resources to fund capital projects on a direct basis. However, given the pressures on the revenue budget of the Council, there are currently no plans to finance any of the current capital programme by revenue funding and it is unlikely that the Council will choose to undertake this method of funding in the future if other sources are available.

Capitalisation

61. The Council has a set of Accounting Policies that are approved annually by the Audit Committee that set out the Council's approach to capitalisation and are based upon guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and take account of local circumstances.

62. The approved Accounting Policies are published within the Statement of Accounts and include policies on all the key accounting matters that affect the figures and disclosures in the statements.

63. Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense to the revenue account when it is incurred.

KNOWLEDGE AND SKILLS

64. The Capital Strategy has been developed by Officers of the Council, who have relevant knowledge and technical skills. In addition, external advice and management is employed by the Council procuring and appointing suitably qualified advisors and managers to support the development, operation and design of the programmes.

Consultants

65. The Council will use external consultancy services where there is a requirement to do so. A contract is in place for Treasury Management advice which includes advice on borrowing.

Training

66. In order to ensure that members and Statutory Officers have appropriate capacity and skills regarding their involvement in the investment decision making the following steps are required:

- Training given to Members in all aspects of the Statutory Guidance, the assessment of individual investments and risk.

- Technical training given to Statutory officers and those officers negotiating commercial deals in the technical fields of investment evaluation and requirements of the statutory guidance and prudential code.

- Briefings to members of the relevant committees in advance of any investment decision making prior to a decision being brought forward to the committee covering all aspects of the assessment as well as the strategic fit.

67. The Corporate Governance arrangements around decisions on non-financial investments will follow the rigour of our normal committee arrangements. The relevant Cabinet Members will be fully briefed in terms of the full details of the assessment including external advisor reports. Scrutiny will review all such individual decisions in advance of a Cabinet decision.

Financial Implications

68. These have been examined and are implicit throughout the report.

69. The revenue implications (Minimum Revenue Provision and External Interest) of funding the capital programme have been estimated and have been included in the council's 2020/2021 revenue budget setting report as well as in the Medium-Term Financial Strategy and are summarised as follows:

Scheme name	Revised 22/23 Budget	Revised 23/24 Budget	Revised 24/25 Budget	TOTAL
Revenue Cost of Capital Financing	26.841	35.774	39.257	101.872

Workforce Implications

70. Staff who are working on specific schemes within the capital programmes will be funded from the capital programme for the duration of the programme of work and therefore will be funded temporarily. This means that there may be implications for those staff at the end of the programme of work. However, the council has in place robust policies and procedures to support this.

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Cabinet

EXTRACT FROM THE MINUTES OF THE CABINET MEETING HELD ON 1 FEBRUARY 2022 AT COUNCIL CHAMBER - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

9   **Wiltshire Council's Budget 2022/23**

The Leader introduced the report which proposed the 2022/2023 Budget and Medium-Term Financial Strategy (MTFS) 2022/2023 to 2025/2026 that will resource the Councils new Business Plan. The report also set out the Council's Capital Programme 2022/23 to 2029/30, the Housing Revenue Account (HRA) budget 2022/23 and the Dedicated Schools Grant (DSG).

The Cabinet received questions submitted by Nick Parry and Colin Gale in relation to this agenda item. A copy of the questions and responses are available to read in agenda supplement 1 on the Council's website **here**.

Supplementary questions were asked by Mr Gale who commented on the lack of detail in the budget papers in relation to concessions for blue badge holders in light of the forthcoming introduction of car parking charges, the charges for the disposal of waste items at Household Recycling Centres detailed in the budget and the status of Town/Parish election costs in between the normal round of elections. The Leader confirmed that the detail for the three areas listed above would be available in due course and be part of future consultation processes.

The Leader reported that the process undertaken to consult on the Budget was open and transparent. He summarised the budget timetable and confirmed that the budget papers had been discussed in detail with members at their briefing on 18 January 2022, the Financial Planning Task Group on 18 and 21 January 2022 and the Overview and Scrutiny Management Committee on 25 January 2022 prior to its consideration by the Cabinet, Group Leaders meetings with the Trade Unions Representatives and Non-Domestic Ratepayers, a further meeting of the Overview and Scrutiny Management Committee and Council on 15 February 2022.

In presenting the report, the Leader indicated that whilst managing the impact of the on-going effect of the COVID-19 pandemic and its impact on services, the council is forecasting an underspend position for the 2021/22 financial year, putting the Council in a strong position going into 2022/23 with further provision

now being set aside within the Budget Equalisation Reserve to help manage the budget gaps over the MTFS period and also ensuring funds continue to be set aside to mitigate risks that may arise for example latent demand for services.

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

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

Cabinet members then had an opportunity to comment more specifically on the impact of the budget proposals for their areas of responsibility. In summing up, the Leader indicated that the budget was designed around the needs of Wiltshire residents, aligned to the Business Plan and enable the Council to remain on a stable and solid financial footing.

Cllr Graham Wright, Chair of the Overview and Scrutiny Management Committee, reported that the Committee met on 25 January 2022 to consider the Cabinet report. Robust Scrutiny was undertaken, and the Committee were satisfied with the updates and responses to questions received and supported the proposals in the report. The report of the Overview and Scrutiny Management Committee was published as an agenda Supplement **here**.

Cllr Pip Ridout, Chair of the Financial Planning Task Group, reported that the Task Group met on 18 and 21 January 2022 to consider the Cabinet report. Many complex questions were raised, and she thanked the Leader and the Corporate Director of Resources (S151 Officer) for summarising the critical issues and for the clarity and transparency of the budget papers.

Cllr Graham Wright commented on arrangements for a lunch club meeting in his ward that he had not been aware of. He asked to be kept informed of meetings of this nature in future. Cllr Jane Davies apologised and confirmed that communication would be improved.

In response to a question from Cllr David Vigar about the budget for Luncheon Clubs, Cllr Jane Davies indicated that a written response would be provided.

Cllr Derek Walters asked about the funding of A350 Melksham Bypass and suggested that investing in improvements to cycling provision and alternative modes of transport. The Leader confirmed that the Council successfully bid for government funding for the bypass. The bypass would divert through traffic away from the centre of Melksham therefore improving the air quality of the town. He also commented on the decarbonising of vehicles and the impact on air quality. Cllr McClelland referred to the A350 Melksham Bypass report considered by Cabinet on 30 November 2021. He explained that this scheme

was a key manifesto commitment which incorporated improvements to cycling and active travel.

Cllr Gavin Grant asked for clarity in relation to Area Board funding, and in particular Grant funding for luncheon clubs. The Leader and Cllr Jane Davies confirmed that funding for Area Boards remained at the same level for the coming year, and luncheon clubs could submit both revenue and health and wellbeing grant applications.

Resolved:

Cabinet is asked to approve:

a) **Approve the updating of the Infrastructure List and allocate CIL funding to include:**

   ○ **£1.378m for the A338 Southern Salisbury Junction Improvements (Exeter Street Roundabout, Harnham Gyratory and Park Wall Junction)**

   ○ **£3.154m for the A350 Chippenham Bypass Phases 4 and 5;**

   ○ **£4.516m for the A350/J17 Capacity Improvements;**

   ○ **£3.909m for the A350 Melksham Bypass.**

Cabinet recommends to Council:

b) **That a net general fund budget of 2022/23 of £417.703m is approved;**

c) **That the Councils Tax requirement for the Council be set at £311.192m for 2022/23 with an average Band D of £1,638.16, an increase of 91p per week;**

d) **That the Wiltshire Council element of the Council Tax be increased in 2022/23 by the following:**

   i. **A 1.99% general increase;**
   ii. **Plus a levy of 1% to be spent solely on Adult Social Care;**

e) **That the Corporate Leadership Team be required to meet the revenue budget targets for each service area as set out in Appendix 1 to this report, for the delivery of Council services in 2022/23;**

f) **Approves the changes in the fees and charges as set out in the report;**

g) That the Capital Programme 2022/23 to 2029/30 is approved;

h) That the Capital Strategy set out in Appendix 9 is approved;

i) That the Housing Revenue Account (HRA) budget for 2022/23 is set at £24.173m;

j) That a 4.1% increase is set for social dwelling rents, except for rents currently over the formula rent which will be capped at formula rent as per national guidance;

k) All service charges related to the Housing Revenue Account (HRA) being increased to cover costs and garage rents increased by 4.1%;

l) Endorses the Medium Term Financial Strategy and the forecast budget gap, after the utilisation of the budget equalisation reserve, of £10.705m for the 2024/25 financial year with regular updates to be received on delivery against strategy and addressing the forecast budget gap.

Reason for Decision:

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

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

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

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

Wiltshire Council

Overview and Scrutiny Management Committee

8 February 2022

**Meeting of the Overview and Scrutiny Management Committee
Report on Proposed Amendments for the 2022/23 Budget**

Purpose of report

1.   To report to the Overview and Scrutiny Management Committee the proposed amendments from Cllr Ian Thorn and Cllr Gavin Grant to the budget recommended to Cabinet on 1 February 2022 for the committee to appraise and raise any comments to Full Council.

Background

2.   This meeting of the Overview and Scrutiny Management Committee provides an opportunity for non-executive councillors to question Cllr Ian Thorn and Cllr Gavin Grant, on the proposed amendments before the budget is considered by Full Council on 15 February 2022.

Proposed Budget Amendment from Cllr Ian Thorn and Cllr Gavin Grant

3.   The proposal is to remove the following Car Parking savings:

- Introduce Parking charges for Blue Badge holders
- Introduce Sunday charges in all car parks
- Remove free event parking from Town Councils
- Increase car parking charges by 10p per hour on every tariff

4.   The savings above total £0.710m in 2022/23 and an additional £0.120m in 2023/24. It is proposed to include an additional saving; to increase annual, half-yearly and Quarterly Season Tickets by CPI (4%) which would deliver £0.024m.

5.   The net impact of the removal of the savings and introduction of the additional saving is £0.686m for 2022/23 and £0.120m for 2023/24 and is proposed to be met by an equal reduction in the £1m High Streets budget for those years. This would reduce the High Streets budget to £0.314m in 2022/23 and £0.194m in both 2023/24 and 2024/25. There is a forecast underspend in the current financial year (2021/22) against this budget of £0.600m that is expected to be available to fund associated activity in future years to provide additional funding alongside the reduced base budget.

6.   The £1m High Streets budget is a temporary budget and no longer exists from the financial year 2025/26 onwards. Although outside of the MTFS period it is noted that the future year impact of this proposal will need addressing as part of the budget

setting process for latter years and has the effect of increasing the budget gap in 2026/27 as the £1m High Street fund budget is removed from the budget.

7. The above proposal has the following impact on the MTFS:

Proposal	Impact 2022/23 £m	Impact 2023/24 £m	Impact 2024/45 £m
Removal of Car Parking savings listed above	0.710	0.120	0
CPI increase to Season Tickets	(0.024)	0	0
Reduction in High Street Budget	(0.686)	(0.120)	0
Total Revenue Impact	**0**	**0**	**0**

S.151 Officer Comments

8. The proposal has been costed and this has been included in the figures above. This identifies that the amendment balances and therefore does not impact on the net base budget proposed in the original paper to Cabinet and in doing so meets the financial test for an amendment to the budget to be considered by Full Council.

9. The amendment reduces the saving proposals put forward for increases in parking income and reduces the base budget held for supporting Wiltshire's High Streets by the compensating amount. It is therefore fully balanced over the period of the MTFS.

10. From a purely financial perspective the proposal would reduce the risk to the Council. Income sources are subject to potential fluctuations in demand, although these had been factored into the saving proposal, the replacement of this income source with a reduction in a cost budget, which will mean that cost will not materialise, therefore reduces risk. Equally though any upside from an increase in demand for parking that will outstrip the budget estimate will not be made.

11. There are tables in Appendix 1 – MTFS of the budget report that will be amended if the amendment is approved.

Monitoring Officer Comments

12. As Monitoring Officer, I can confirm that having considered the proposal in advance and in consultation with the Section 151 Officer, I can confirm that bearing in mind the set of decisions that Council will be asked to consider in setting the budget for 2022/23, including the net budget requirement and the level of Council Tax, there is nothing in the proposals, as drafted, that could impact adversely on the Cabinet's budget recommendations. Clearly questions of policy are a matter for Members, but I can also confirm, that there is no legal reason that would prevent the amendment being implemented, were it agreed.

Head of Paid Service Comments

13.   As Head of Paid Service, I can confirm that officers have provided independent advice. We are aware of the full details of the amendments, and they are policy amendments in nature.

Conclusion

14.   Overview and Scrutiny Management Committee are asked to consider the proposed amendments to the financial plan 2022/23 and inform Full Council on 15 February 2022.

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Wiltshire Council

Overview and Scrutiny Management Committee

8 February 2022

**Meeting of the Overview and Scrutiny Management Committee
Report on Proposed Amendments for the 2022/23 Budget**

Purpose of report

1.   To report to the Overview and Scrutiny Management Committee the proposed amendments from Cllr Ian Thorn and Cllr Gavin Grant to the budget recommended to Cabinet on 1 February 2022 for the committee to appraise and raise any comments to Full Council.

Background

2.   This meeting of the Overview and Scrutiny Management Committee provides an opportunity for non-executive councillors to question Cllr Ian Thorn and Cllr Gavin Grant, on the proposed amendments before the budget is considered by Full Council on 15 February 2022.

Proposed Budget Amendment from Cllr Ian Thorn and Cllr Gavin Grant

3.   The proposal is to remove the following savings:

   - Reduce funding for lunch clubs for older adults
   - Reduce funding for Friendship Clubs for adults with learning disabilities

4.   The savings above total £0.106m in 2022/23 and an additional £0.106m in 2023/24.

5.   Council is additionally asked to request that the Overview & Scrutiny Management Committee add a Rapid Scrutiny process to their work programme to review the payments made under the schemes included in the proposed savings above and consider the impact of the proposed savings from 2023/24, with the terms of reference to be agreed.

6.   The impact of the removal of the savings is proposed to be met by drawing on the new Business Plan Priority Reserve for 2022/23. The value to be set aside in the Business Plan Priority Reserve is estimated in the Quarter 3 Revenue Budget Monitoring report 2021/22 to be £0.397m with an additional contribution planned in 2022/23 of £0.112m and the balance in this reserve would therefore reduce to £0.403m at the end of 2022/23.

7.   Future year impacts from 2023/24 will be dependent on the Rapid Scrutiny outcomes which could result in a recommendation to Cabinet one of four outcomes. If the recommendation affects future years budgets this would need to be addressed as part of future budget setting processes. The outcomes are set out below:

- The saving is delivered at the same level
- The saving is delivered at a reduced level
- The saving is not delivered
- A pressure may be identified if funding is deemed insufficient

8.   The above proposal has the following impact on the MTFS:

Proposal	Impact 2022/23 £m
Removal of saving to reduce funding for lunch clubs for older adults	0.060
Removal of saving to reduce funding for Friendship Clubs for adults with learning disabilities	0.046
Total pressure of proposals	**0.106**
Draw from Business Plan Priority Reserve	(0.106)
Total Revenue Impact	**0**

S.151 Officer Comments

9.   The proposal has been costed and this has been included in the figures above. This identifies that the amendment balances and therefore does not impact on the 2022/23 net base budget proposed in the original paper to Cabinet and in doing so meets the financial test for an amendment to the budget to be considered by Full Council.

10.   However, the amendment has the potential to increase the financial pressure facing the Council in future years. Although this is dependent on the outcome of the proposed rapid scrutiny exercise, 3 out of 4 of the outcomes listed will lead to an increased financial pressure.

11.   The intended use of the Business Plan Priority Reserve in 2022/23 and potentially again in 2023/24 will fund this to enable this amendment to be funded on a one off basis, but this will mean there is reduced one off funding available to be spent on priorities to meet the Councils new business plan as the reserve was intended.

12.   Ultimately if the rapid scrutiny process outcome is one that increases cost, the potential worse case position is that further savings to the value of £0.212m will be needed to be found from 2024/25, and this will be on top of the existing £10.705m budget gap the Council estimates in year 3 of the MTFS.

13.   There are tables in Appendix 1 – MTFS of the budget report that will be amended if the amendment is approved.

Monitoring Officer Comments

14.   As Monitoring Officer, I can confirm that having considered the proposal in advance and in consultation with the Section 151 Officer, I can confirm that bearing in mind the set of decisions that Council will be asked to consider in setting the budget for 2022/23,

including the net budget requirement and the level of Council Tax, there is nothing in the proposals, as drafted, that could impact adversely on the Cabinet's budget recommendations. Clearly questions of policy are a matter for Members, but I can also confirm, that there is no legal reason that would prevent the amendment being implemented, were it agreed.

15.   The Constitution at Part 8 and paragraph 11 contains provision for agenda items to be added to the work programme of the Overview and Scrutiny Management Committee, such as the proposed Rapid Scrutiny process, including because of a request from the Council, the Leader of the Opposition and any five Members.

Head of Paid Service Comments

16.   As Head of Paid Service, I can confirm that officers have provided independent advice. We are aware of the full details of the amendments, and they are policy amendments in nature. Officers view is that commissioned provision outcomes are preferable to grant payments.

Conclusion

17.   Overview and Scrutiny Management Committee are asked to consider the proposed amendments to the financial plan 2022/23 and inform Full Council on 15 February 2022.

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Wiltshire Council

Overview and Scrutiny Management Committee

8 February 2022

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**Meeting of the Overview and Scrutiny Management Committee
Report on Proposed Amendments for the 2022/23 Budget**

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Purpose of report

1.   To report to the Overview and Scrutiny Management Committee the proposed amendments from Cllr Ian Thorn and Cllr Gavin Grant to the budget recommended to Cabinet on 1 February 2022 for the committee to appraise and raise any comments to Full Council.

Background

2.   This meeting of the Overview and Scrutiny Management Committee provides an opportunity for non-executive councillors to question Cllr Ian Thorn and Cllr Gavin Grant, on the proposed amendments before the budget is considered by Full Council on 15 February 2022.

Proposed Budget Amendment from Cllr Ian Thorn and Cllr Gavin Grant

3.   The proposal is to increase the Area Board Capital Grants to the previous level of funding of £0.800m prior to the re-allocation of £0.400m to Local Highways and Footpath Improvement Groups (LHFIG), an increase of the budget of £0.400m. It is proposed that this increase in the Capital Programme is funded by borrowing.

4.   There is a revenue impact of undertaking additional borrowing to fund an increase in the Capital Programme, made up of interest and Minimum Revenue Provision (MRP). This impact will not affect the 2022/23 budget as any borrowing is assumed to be undertaken at the end of the financial year and therefore no interest cost is assumed and the MRP is charged the year following the expenditure.

5.   The revenue impact of this proposal is £0.020m every year from 2023/24 and will have the impact of increasing the draw from the Budget Equalisation Reserve in 2023/24 to £9.122m and increase the budget gap in 2024/25.

S.151 Officer Comments

6.   The proposal has been costed and this has been included in the figures above. This identifies that the amendment balances and therefore does not impact on the 2022/23 net base budget proposed in the original paper to Cabinet and in doing so meets the financial test for an amendment to the budget to be considered by Full Council.

7.   However, the amendment does increase the financial pressure facing the Council in future years. The increased use of the Budget Equalisation Reserve in 2023/24 will fund the borrowing for one year, but this is a one off, and the proposal does not put forward compensating future savings to offset the increase cost as a result of having to finance the increased borrowing.

8.   Ultimately further savings to the value of £0.020m will be needed to be found from 2024/25, on top of the existing £10.705m budget gap the Council estimates in year 3 of the MTFS.

9.   There are tables in Appendix 1 – MTFS of the budget report that will be amended if the amendment is approved.

10.   In considering whether to vote for this amendment Members need to be fully cognisant of the risks of reducing earmarked reserves. The Budget Equalisation Reserve is held as a risk reserve to ensure the Council can deal with financial shocks and balance its budget. Any reduction in the level of the reserves held against risk, other than that which has been set out as their intended purpose, reduces the Councils ability to draw on reserves to meet that demand and volatility in future.

Monitoring Officer Comments

11.   As Monitoring Officer, I can confirm that having considered the proposal in advance and in consultation with the Section 151 Officer, I can confirm that bearing in mind the set of decisions that Council will be asked to consider in setting the budget for 2022/23, including the net budget requirement and the level of Council Tax, there is nothing in the proposals, as drafted, that could impact adversely on the Cabinet's budget recommendations. Clearly questions of policy are a matter for Members, but I can also confirm, that there is no legal reason that would prevent the amendment being implemented, were it agreed.

Head of Paid Service Comments

12.   As Head of Paid Service, I can confirm that officers have provided independent advice. We are aware of the full details of the amendments, and they are policy amendments in nature.

Conclusion

13.   Overview and Scrutiny Management Committee are asked to consider the proposed amendments to the financial plan 2022/23 and inform Full Council on 15 February 2022.

APPENDIX to the Overview and Scrutiny Management Minutes of 25 January 2022
Wiltshire Council

Cabinet 1 February 2022

Council 15 February 2022

Report of the Overview and Scrutiny Management Committee on the Draft Budget 2022/23 and Medium-Term Financial Strategy 2022/23-2024/25

Purpose of report

1. To report to Cabinet and Full Council a summary of the main issues discussed at the meeting of the Overview and Scrutiny Management Committee ("The Committee") held on 25 January 2022.

Background

2. The meeting of the Overview and Scrutiny Management Committee provides an opportunity for non-executive councillors to question the Cabinet Member with responsibility for Finance, the Chief Executive, and the S151 Officer on the draft Budget 2022-23 and medium-term financial strategy before it is considered at Cabinet on 1 February 2022 and Full Council on 15 February 2022.

3. The Leader of the Council, as Cabinet Member with responsibility for Finance, supported by the Deputy Chief Executive and Corporate Director of Resources and Section 151 Officer, Andy Brown, was in attendance along with the Chief Executive, Terence Herbert, to provide clarification and answers to issues and queries raised by the Committee. Other members of the Cabinet and Corporate Leadership Team were also in attendance to provide further detail and clarity.

4. In addition to the draft Budget update made available on the council's website on 12 January 2022, a briefing from the Leader and the S151 Officer open to all elected Members was held on 18 January 2022. The Children's, Health and Environment Select Committees met formally or informally ahead of the meeting of the Overview and Scrutiny Management Committee to discuss

5. Details published in the budget papers had included:

   - Council Tax to be increased by 1.99% and an Adult Social Care Levy of 1%;
   - A net general fund budget for 2021/22 of £417.703m, an increase from £412.561m in 2021/22, and including £24.825m of additional savings;
   - The Housing Revenue Account (HRA) budget for 2021/22 to be set at £24.173m expenditure with social dwelling rents to increase by 4.1% except for rents currently over the formula rent which will be capped at formula rent as per national guidance;
   - For the medium-term financials strategy a forecast budget gap, after the utilisation of the budget equalisation reserve, of £10.705m for the 2024/25 financial year with regular updates to be received on delivery against strategy and addressing the forecast budget gap;
   - The Capital Strategy setting out a proposed capital programme for 2022/23 with future years projected to 2029/30.

6. The impact of Covid-19 on delaying usual efficiencies and savings within the budget, impact of inflation and increases and demand, and details of government support received, was set out by the Leader.

    Main issues raised during questioning and debate

7. This report is divided into sections relating to each of the Select Committee areas as budget proposals and impacts on service areas were discussed, as well as general comments.

    Financial Planning Task Group

8. The report of the Task Group on the budget proposals was received and noted. The report and its comments are included as an annex to the Committee for attention at Cabinet and Full Council.

    Children's Select Committee

9. The Committee held a meeting on 18 January 2022 at which the Draft Budget was discussed, with the details of the questions and discussion detailed in the minutes extract attached to this report.

10. It was commented that Children's Services had been relatively protected within the Draft Budget

    Environment Select Committee

11. Details were sought in relation to linkage with the Business Plan priorities and the climate emergency, and estimates of the costs of achieving Net Zero carbon neutrality. It was stated that the Capital Programme set out costs which would take the council itself significantly further toward Net Zero with over £8m invested in its property, over £17m invested in the council's housing stock, and an element relating to decarbonising the council's fleet services which would be developed in further budgets. For the county as a whole this was not a cost borne by the council, but through government programmes and other workstreams, but not directly relevant to the council's efforts to decarbonise in relation to its budget and the Housing Revenue Account.

12. Queries were raised on priorities for Active Travel, in relation to £310m outlined toward road improvement. It was stated this was in part due to how government funding streams operated, with significant road schemes funded and bid for a long time in advance, with Active Travel scheme funding announced with shorter timescales making it harder to forecast in the short-term budgeting.

13. Questions were raised relating to the leisure budget with investment in equipment and a new leisure centre in Trowbridge. It was confirmed that £25m had been allocated across three years for a leisure centre in Trowbridge due to the limited remaining lifespan of the facility there needing replacement, but this was separate to the £1.25m investment in equipment for leisure centres across Wiltshire and £9.4m for improvements to those leisure centres.

14. Details were sought on the proposals to charge for collection of some waste items, how the system of charges would work and consideration of potential increase of fly

tipping. It was stated there were regular rates for items excluded from free collection, with many authorities setting charges which would be reviewed. Evidence from other areas had been assessed and it was not considered such charges would lead to an increase of fly tipping. It remained the intention to increase the level of recyclables within the sites.

15. Questions were raised the planned parking charges increase and the possibility of offsetting this by opening the Salisbury Park and Ride sites on Sundays. The use of funds raised from parking to subsidise rural bus services was highlighted, and there would be a cost to further opening, but it could be discussed with operators.

16. Details were also sought on costs set aside for tackling Ash Dieback, with funds set aside for only one year. It was stated that at this point it was not clear what the long-term impact would be and what would be required in the future, which would be assessed further. This was also raised at the Financial Planning Task Group.

Health Select Committee

17. Queries were raised in relation to expected contractual inflation of £13.6m in 2022/23, with assurance sought on procurement processes to ensure the increase could not be lower without unacceptable loss of quality or breach of contracts that were fair to purchaser and supplier. Details were provided of contract processes and tender renewal, with potential scrutiny involvement and the Audit and Governance Committee looking at contracts and commissioning. A commercial board looked at procurements and asked questions around price vs quality specifications and ensuring legal and procurement regulation compliance.

18. A question was also raised regarding focusing on caring for people at home, with reference to the budget for Shared Lives and Wiltshire Support at Home. It was stated that support for people to live at home was a significant driver of ongoing adult social care transformation. Details on the performance could be provided in a report to the Health Select Committee.

Other

19. A question was raised in relation to corporate costs, and the 50% reduction in legal costs of £0.250m, and whether this was indicative of a past trend of annual underspend, due to change in contracts or different decision making strategies with regard to action taken. It was stated this was part of standard service efficiencies. It was also stated money had been set aside for the Dawn Sturgess inquest, and government support was now coming in in relation to that which mean the same level did not need to be set aside.

20. Details were also sought on demographic data used to estimate anticipate demand, and direct comparisons of budget date to previous years within the main body of the report.

Conclusion

21. To note the Draft Budget 2022-23 and Medium-Term Financial Strategy 2022/23-24/25 and to refer the comments of the Committee and the report of the Financial Planning

Task Group to Cabinet and Full Council for consideration on 1 and 15 February 2022 respectively.

22. To support ongoing scrutiny investigation of the budget, including the Financial Planning Task Group's continued focus on monitoring delivery of the budget and the development of the budget for 2023-24.

Councillor Graham Wright
Chairman of the Overview and Scrutiny Management Committee

Report Author: Kieran Elliott, Democracy Manager (Democratic Services), 01225 718504, kieran.elliott@wiltshire.gov.uk

27 January 2022

Annex – Report of the Financial Planning Task Group for 18 and 21 January 2022

Overview and Scrutiny Management Committee - Annex

25 January 2022

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Report of the Financial Planning Task Group:

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

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The Task Group met with the following guests, on 18 January 2022 and 21 January 2022, to discuss the reports:

Cllr Richard Clewer	Leader of the Council
Andy Brown	Corporate Director Resources & Deputy Chief Executive (S151 Officer)
Lizzie Watkin	Assistant Director Finance

Observing:

Cllr Graham Wright	Chairman, OS Management Committee
Cllr Chris Williams	Vice-Chairman, OS Management Committee
Cllr Jon Hubbard	Chairman, Children's Select Committee
Cllr Johnny Kidney	Chairman, Health Select Committee
Cllr Jerry Kunkler	Chairman, Environment Select Committee
Cllr Bob Jones MBE	Vice-Chairman, Environment Select Committee

Issue (page and paragraphs numbers refer to the Budget Reports)	Further information / Comments
Adult Social Care Reform – Self Funders (Paras 26-29)	The Government has announced adult social care reform funding – which will not come through until 2023/24. The council still lacks the detail of these reforms but once they come into effect any reform needs to consider the budgetary impact of self-funders. Wiltshire is exposed to risk because of its demographics and the high proportion of people who self-fund their care. Some initial modelling has been done to look at the potential costs. Current modelling is very high level as not all the information required is available from the Government. Risk remains but the Government is aware of this and has indicated it is prepared to give the necessary assistance.

Adult Social Care - Infection Control Measures (Para 29)	The Government have announced that it will fund PPE requirements until March 2023, and this has been factored into the budget. The guidance around infection control will change but the assumptions in the budget have been factored into tendering and prices. There are risks that these costs may be higher for tendered services. There is £1.9m pressure built in regarding hospital discharge, where there are significant additional costs.
Consumer Price Index (CPI) (Paras 42-43, 105)	The council must use an inflation index like CPI but recognises that in certain circumstances there will be significant variation in inflation levels. The CPI forecast is taken from the Bank of England and was released in November 2021. It is predicted that the inflation rate over 2022/23 would be 4%. There are risks that tender inflation could be over 4%. There will be pressures in some areas e.g., SEND (Special Educational Needs and Disabilities) school transport and in highways costs for services and materials that are likely to exceed CPI. The budget allows for price increases e.g., Highways and Streetscene revenue budget 2022/23 is £25.6m an overall increase of £1.4m from 2021/22. The market will determine whether costs rise above CPI. The budget is based upon the best assumptions at the time. a Any inaccuracies in these assumptions will need to be managed. The council can also draw upon the general reserve fund. The assumptions are robust enough to allow management of the budget before drawing on reserves.
Wiltshire Online (Para 71)	The council has a commercial arrangement with BT. Part of the contract has shared benefits, which has generated one-off income of £3.3m (2022/23). It will be set aside in the budget equalisation fund. This funding will not be used to improve broadband in the county as the Government has developed a new programme to tackle connectivity. The council may want to invest in that programme in future – but will await further details.

CATG (Community Area Transport Groups) / Local Highways Improvement Group (Para 85)	This funding (£0.8m) is made up of £0.4m from a Highways integrated transport grant and£0.4m from borrowing. This funding provides greater flexibility.
Dedicated Schools Grant (DSG) (Paras 110-119)	It was confirmed that this fund is for pupils at schools in Wiltshire and is distributed to the schools on a per pupil basis.
Savings (Para 140; Appendix 1, Annex 8)	The budget proposes delivering £25m of savings, subject to approval by Council. Previous saving plans have been side-lined by COVID and the council has not delivered a significant savings programme since 2019/20. This potential £25m saving has a risk likelihood assessment of 25%. This is based upon the previous record of accomplishment when delivery of savings ranged from 60-80%. The risk will decrease as more savings are achieved. The step change suggested will be a performance management framework. Senior management will ensure that this cultural change becomes integrated into delivering services and managing finances. Savings targets will be transparent with a greater focus on these in budget monitoring reports. If savings are not on track action will be taken.
Non-Domestic Rates (Appendix 1, page 3)	Business rates are payable upon council run leisure centres. A new temporary relief was announced in the Budget 2021, which is on top of existing grants. The government is moving toward returning the Non Domestic Ratepayers (NDR) regime to pre-pandemic levels.
Savings – Staff Saving Proposals (Appendix 1, page 8-9)	The Children's Select Committee has looked for reassurance that reductions in staff would not reduce service levels at its meeting on 19 January 2022. There was some member concern that reductions in back-office support might impact on frontline capacity. Many of the staffing reductions proposed are about removing vacant posts – often vacant for some time. These proposals for 2022/23 have been rated as having minimal risk upon service delivery. There will be some impact 2023/24, though probably minimal.

General Fund Reserve (Appendix 1, page 11)	The general fund reserve currently stands at £18.256m increasing to £19.656m 2023/24. This is not enough to cover all the identified risk (£27.615m). However, other reserves are also set aside to mitigate financial risk the council faces, such as latent demand.
Drawing Down Reserves (Appendix 1, page 11)	In 2022/23 the budget equalisation fund will be £16.5m and will be held at the same level 2022/23; In 2023/24 part of the reserve (£9m) will be used to balance the budget. The use of the collection fund volatility reserve is quite technical due to the timing of announcements regarding Government business rate reliefs. In each of the next three years the reserve will be reduced by £1.25m as agreed previously. The timing of relief announcements has meant deficits, for which the council has received section 31 grant compensation from the Government. Council tax collection rates have held up during the pandemic, but forecasting is difficult, with particular risk associated with business rates. The fund will be kept at around £4m (£3.9m 2024/25) due to the size of the collection fund and the potential risks around forecasting. Latent demand reserve is £7m (2022/23). Demand has been estimated at £3m 2022/23 and £4m 2023/24. Funds will only be used if a need is identified. There is no evidence currently that reserves will be needed in future. Any reserve remaining in 2024/25 could be transferred to the budget equalisation reserve or the general fund reserve.
Revenue Costs of Capital Expenditure on Highways (Appendix 1, Annex 1)	There is a revenue cost element to capital projects. This is set out at a high level in Annex 1. The maintenance budget for highways will be kept at same level as in 2020/21.
Ash Die Back (Appendix 1, Annex 5)	£0.50m has been set aside for ash die back; an uplift on the 2021/22 budget (£0.25m). The council is taking a managed approach, as the total scale of the issue is more than can be addressed in the budget. There are areas that need to be addressed first where health and safety is affected. The budget will cover the issues that need to be addressed 2022/23.

Details of Service Demand Changes (Appendix 1, Annex 5)	The POPPI and PANSI population projections are an improvement on the data used previously as they can provide more localised information. Many organisations across social care are using these indices. There is always risk in projections, but the new data is more accurate than the current Office for National Statistics (ONS).
Living & Ageing Well - Spot Prices (Appendix 1, Annex 6)	In 2022/23 £0.2m in savings are proposed converting spot contracts to block contracts – rising to £0.5m in 2023/24. These savings were put forward by officers. Overall, there is growth in this budget but there are also savings to be made.
Better Care Fund (Appendix 1, Annex 6)	This £2.9m is built into the base budget and appears every year. This fund is used at the council's discretion and is allocated to support social care, reduce pressure on the NHS and support the care market.
Car Parking Charges (Appendix 1, Annex 6)	Reduced demand has been factored into the calculations. The effect of any changes on the market towns has been considered – though this is hard to predict. When charges were increased previously it had a negligible effect. The costs of maintaining and running car parks are increasing.
Savings – Fostering Excellence (Appendix 1, Annex 6)	It is proposed to save £0.525m of £26m (2022/23) in the Fostering Excellence programme. This target looks ambitious but is more about managing cost and demand. Officers are comfortable with this saving though this does not mean that there are not challenges and risks. The Cabinet has challenged the savings identified and undertaken a process to ensure that savings are deliverable.
Capital Programme – Education & Skills (Appendix 1, Annex 7)	Capital cost are increasing, for example, Stonehenge School will need an extra £1.5m. CPI has been applied to projects and averaged out at 4%. In revenue contracts, the budget has accounted for an inflationary rise of 4%. In capital programmes, this may mean that due to higher inflation the funding will not go as far, therefore further funding will need to be found.
Capital Programme – Borrowing Risk (Appendix 1, Annex 7)	Borrowing is forecast to increase to fund the capital programme. Historically, debt interest repayment has been 3.74%; the current rate is around 2%. The Treasury Management Strategy will set out in further detail the cost of borrowing. This has not been flagged as a risk because both borrowing and

	interest rates would need to increase significantly to affect the budget. Public Works Lending Board (PWLB) sets out interest rates daily and is monitored to assess any movements. The council's Treasury Advisors also provide reports. Using this analysis, the council will decide when best to borrow looking to secure borrowing at 2% or under.
Adult Social Care Contractual Costs & Care Provider Market (Appendix 1, Annex 8)	The potential risk is £13m. An internal commercial board looks at tender compliance and a report goes to the board which highlights emerging tender prices. Going to market will give actual details of any inflationary increases.
Risk Assessed Balances (Appendix 1, Annex 8)	The risk identified are significant e.g., the delivery of savings (£25m). The assessment of risk was undertaken by the S151 Officer. The % likelihood is an assessment based on previous performance. Levels of performance on savings will be monitored by the Financial Planning Task Group. Any potential risks will be flagged, when required, at Cabinet as part of budget monitoring.

Cllr Pip Ridout - Chairman of the Financial Planning Task Group

Report author: Simon Bennett, Senior Scrutiny Officer, Tel 01225 718709 email simon.bennett@wiltshire.gov.uk

Wiltshire Council

Overview and Scrutiny Management Committee - Annex

25 January 2022

Minutes Extract – Children's Select Committee 19 January 2022 - Wiltshire Council's Financial Plan Update 2022-2023 and Medium Term Financial Strategy

The Chairman invited the Committee to consider the areas of the proposed budget that related to Children's Services. He explained that he would pass the Committee's comments on to the relevant meetings, including the meeting of the Overview and Scrutiny Management Committee on 25 January and Cabinet on 1 February 2022.

Councillor Laura Mayes, Deputy Leader and Cabinet Member for Children's Services, Education and Skills, stated that, despite a challenging financial environment, investment was increasing by £3.9 million in the Education and Skills and Families and Children's budgets. The Cabinet Member was pleased to announce that spending of £23 million on Education and Skills and £62 million on Families and Children were proposed in 2022/23.

The Cabinet Member then went on to highlight specific areas of investment such as Fostering Excellence and Traded Services. She explained that, given the need to make savings in the Council's overall budget, it was important to review areas, such as commissioning, in order make the most of the available resources and to maintain services. The Cabinet Member then offered to answer questions from the Committee.

During the discussion points included:

1. Members thanked the Cabinet Member for the update and welcomed the investment in Children's Services, especially given the challenging financial situation.
2. The replacement of mobile classrooms was praised by Members and they asked how many schools were expecting to have temporary units replaced. Helean Hughes, Director of Education and Skills, explained that £3 million had been allocated to replace six mobile units. There were a total of 53 units identified in maintained schools as requiring replacement but these would be reviewed as part of the School's Place Planning Strategy.
3. In response to questions about the impact of staffing savings, Lucy Townsend, Corporate Director People, explained that the focus for savings in 2022/23 would be pausing recruitment to longstanding vacant positions, where possible, to avoid redundancies in front line roles. The situation for 2023/24 would be reviewed after Council had approved the budget.
4. When asked about the possibility of redundancies to administrative staff, the Director confirmed that the Council greatly valued staff supporting frontline practitioners. She was unable to guarantee that there would be no redundancies across the Council but reassured Members that they were not currently looking at redundancies within Children's Services.

5. Members noted that they would be interested in receiving information about changes in the number of full-time equivalent positions to achieve the planned savings.

6. Jen Salter, Head of Service for Children's Support and Safeguarding, confirmed that most of the savings identified within Children's Services had come from her department. She explained that pay had been reviewed to better reflect the level of experience of staff. As they had a good understanding of the relative balance of experienced and newly qualified staff, they were able to realign the budget without a reduction in staff numbers.

7. When questions were raised about the long-term viability of the savings as the workforce gained experience, the Corporate Director of People explained that historic recruitment patters had been analysed and taken into consideration when modelling costs for future years; it was anticipated that the balance of experienced and newly-qualified staff would remain.

8. The Director confirmed that Wiltshire had its lowest number of agency staff and fewer than comparable Local Authorities (LAs). She clarified that only experienced agency workers were recruited and that they helped to support newly qualified staff.

9. In response to a question about £525,000 in savings in the Fostering budget, the Director confirmed that the Fostering Excellence budget would be receiving investment. She explained that the savings had been identified from the External Placement budget and that they planned to increase the percentage of internal placements. She confirmed that the total placement budget for the financial year was just over £21 million and that in the region of £13 million went towards external providers.

The Chairman then invited Members to contact him in advance of the Overview and Scrutiny Management Committee should they wish him to ask further questions at that meeting.

Group Leaders Meeting with Trade Union Representatives

MINUTES OF THE GROUP LEADERS MEETING WITH TRADE UNION REPRESENTATIVES MEETING HELD ON 1 FEBRUARY 2022 AT COUNCIL CHAMBER - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Ernie Clark, Cllr Richard Clewer, Cllr Ian Thorn, Cllr Ricky Rogers and Cllr Laura Mayes

Union Representatives:
John Drake – UNISON
Mike Harrison - NEU
John Hawkins – ATL/NEU
Mike Osment - UNISON
Adam Smith - NAHT
Alan Tomala – UNITE

Officers:
Andy Brown - Corporate Director Resources & Deputy Chief Executive and s.151 Officer,
Terence Herbert – Chief Executive
Perry Holmes – Director Legal and Governance
Parvis Khansari – Corporate Director Place (Acting up)
Joanne Pitt - Director - HR & Organisational Development
Lucy Townsend – Corporate Director People
Lizzie Watkin - Assistant Director - Finance and Deputy s151

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1   **Welcome and Introductions**

    The Leader welcomed everyone to the meeting and asked attendees to introduce themselves.

2   **Apologies**

    Apologies were received from:

    - Mike Leigh, NASUWT representative
    - John Read, NAHT representative
    - Keith Roberts, GMB representative

3   **Notes from the previous meeting**

The notes of the previous meeting held on 5 February 2020 were received and noted as a correct record.

4   **Wiltshire Council Financial Plan Update 2022/23**

Cllr Richard Clewer, Leader of the Council and Cabinet Member for Finance provided an overview of the Council's proposed budget for 2022/23.

In presenting the overview, the Leader explained that it was useful to look at the budget proposals over three years, rather than just the one year it was set for. The Leader explained that these were extraordinary times, with COVID preventing routine savings over the past two years; uncertainty regarding government funding; high rates of Adult Social Care inflation and transformations in the Adult Social Care system all having an effect. The funding settlement received from central government was larger than expected at £12.5 million, where we had only forecasted receiving £5 million. However, future funding settlements were still uncertain and there were many unknowns. The budget equalisation reserve would be used to help address shortfalls.

The Leader stated that Council Tax would increase 1.99% plus a 1% levy for Adult Social Care. Spending was not being cut, more money was being spent this year, although not always in the same places as previously. Difficult decisions had to be made and there were issues around car parking and staffing savings to consider. Overall, this was strategic budget with long term plans that Wiltshire Council could fund.

At the Leaders invitation Andy Brown (Corporate Director Resources, Deputy Chief Executive and s151 Officer) stated that the budget proposals were a three year plan, where financial resilience and sustainability were key considerations, and this budget improved on the position of previous years. For the next two years a balanced budget was proposed, however, there was still a shortfall at the end of three years that would need to be addressed.

The union representatives then had an opportunity to make statements and ask questions regarding the Budget.

John Drake (UNISON) highlighted the concern and anger of his members regarding the proposals. He stated that Union Members were facing a proposed hike in National Insurance, a cost of living increase, below inflation pay rises and the removal of enhancements and changes in terms and conditions. All of this made other authorities look more attractive to work for and may result in a loss of staff for Wiltshire Council.

Alan Tomala (UNITE) also stated that they had received a large volume of negative feedback from their members on the changes to terms and conditions.

Mike Osment (UNISON) stated that there had been some movement since December with the larger than expected government settlement and in light of that urged the Council to reconsider the proposals. Feedback regarding the

proposed changes to the terms and conditions was the worst he had ever received.

The Leader responded that the various staffing proposals from officers included dealing with vacant posts and also the proposed changes to terms and conditions which were under consultation. He acknowledged the points being made and stated that the discussions and consultations should continue.

Mike Osment (UNISON) commented on the proposed increase in car parking rates and whether Wiltshire Council had fully considered the impact on local businesses. In response the Leader stated that the proposed changes would bring in an extra £700,000 a year and that the Council would aim not to increase parking prices again in this Council's term. It was not felt that this would affect how many people visited town centres, which was a complex issue; people needed reasons other than shops to visit town centres.

Adam Smith (NAHT) stated that he had a narrow focus on schools and education and highlighted concerns regarding SEND budget overspends, which seemed to exceed budget forecasts and then had to be clawed back from mainstream schools, when school budgets were already very tight. Schools were facing many issues such as increasing heating bills, absence insurance not covering the costs of supply staff and problems recruiting staff. Also, the problems faced by smaller schools having to teach over mixed year groups were discussed.

The Leader and Andy Brown explained that central government were responsible for the funding issues with the dedicated schools grant and Wiltshire Council were legally unable to top up dedicated schools grants with its reserves. Wiltshire Council was lobbying government to resolve the issues with the dedicated schools grant. The Leader also encouraged Mr Smith to lobby MPs on the issue. Cllr Mayes also stated that she would request the various boards she sat on to lobby central government. Lucy Townsend (Corporate Director People) stated that the SEND Approval Board looked at the deficit and would make their views known to central government.

Terence Herbert (Chief Executive) spoke on the staffing proposals and the concerns the unions had raised. He acknowledged the cost of living increases and difficulties faced by staff. Mr Herbert stressed that the Council was trying to avoid redundancies. It was explained that some of the terms and conditions had been out of date and not fit for purpose so had to be updated. Mr Herbert also stated that Wiltshire Council had been slightly taken aback by the feedback from staff on the proposals and that he took the strength of feeling very seriously. However, although it was difficult, saving had to be made. Wiltshire Council did not want to lose staff either through redundancies or staff leaving, and there were many reasons why people wanted to work for Wiltshire Council aside from remuneration. By changing the terms and conditions it was hoped that redundancies could be avoided. The Council would look at the options and the discussions and consultations would continue.

In response to a question from the unions Andy Brown explained that in December there had been a budget gap of approximately £41 million. This had been reduced to £10 million, partly by the larger than expected government settlement and also by £25 million of saving proposals. These included a £7 million reduction in the staff budget, to be met by removing vacant posts, holding vacancies open and amending the terms and conditions. If the government settlement had been £5 million as expected the Council would have had to look at very drastic measures.

The Leader stated that Cabinet had resisted some proposals that would have caused staffing issues and had heard what the unions had said. Officers would continue the consultations and discussions with unions. In response to questions as to whether the only options other than those proposed would be savings elsewhere or redundancies, the Leader stated that broadly speaking that was correct. One of the only other options would be to use more of the reserves and that would mean that we were not a viable Council, otherwise savings would need to be made elsewhere. Officers would continue the negotiations.

The Unions stated that they would work with officers as they also did not want redundancies.

The Leader thanked everyone for attending and for offering their views.

(Duration of meeting: 4.40 - 5.15 pm)

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Group Leaders and Non-Domestic Ratepayers

MINUTES OF THE GROUP LEADERS AND NON-DOMESTIC RATEPAYERS MEETING HELD ON 1 FEBRUARY 2022 AT COUNCIL CHAMBER - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Richard Clewer, Cllr Ernie Clark, Cllr Ricky Rogers and Cllr Ian Thorn

Also Present:

Cllr Laura Mayes

1   **Welcome and Introductions**

Cllr Richard Clewer (Leader of the Council and Cabinet Member for Finance) noted that there were no non-domestic rate payers in attendance and therefore the meeting would be concluded after the approval of the previous meetings minutes.

2   **Apologies**

There were no apologies.

3   **Notes from the previous meeting**

The notes of the previous meeting on 2 February 2021 were received and noted as a correct record.

4   **Wiltshire Council Financial Plan Update 2022/23**

As no non-domestic rate payers were in attendance the Leader thanked officers and Councillors for attending and closed the meeting.

(Duration of meeting: 5.20 - 5.25 pm)

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Wiltshire Council

Council

15 February 2022

Subject:	**Council Tax Setting 2022/23**
Cabinet member:	**Councillor Richard Clewer** **Leader of the Council and Cabinet Member responsible for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and Interim Cabinet Member responsible for Finance & Procurement, Commissioning and Commercialisation**
Key Decision:	**Key**

Executive Summary

This report sets out, in the complex format prescribed by law, the resolutions required from the Council to set the Council Tax for the year 2022/23.

An Officer Decision was made on 3 December 2021 by Andy Brown, Corporate Director of Resources and Deputy Chief Executive (S151 Officer) to approve the tax base of 189,964.37 band D equivalent households. A draft net budget requirement of £417.703m (which in order to fund a council tax requirement of £311.192m) gives a band D council tax, inclusive of the 1% Adult Social Care Levy for 2022/23 of £1,638.16.

Fire, Police and Town/Parish precepts are in addition to the Wiltshire Council basic Council Tax.

The main body of the report sets out the statutory calculations, and shows the Fire, Police and Town/Parish precepts for every parish in the Wiltshire Council Tax Area along with the total Council Tax figures.

Proposal

That the Council approves the resolutions as set out within the report.

Reason for Proposal

To meet the statutory requirement to set the Council Tax. The calculations are as defined by law, and the figures will change only if the budget proposal is amended.

Terence Herbert
Chief Executive

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

Wiltshire Council

Council

15 February 2022

Subject:	**Council Tax Setting 2022/23**
Cabinet member:	**Councillor Richard Clewer** **Leader of the Council and Cabinet Member responsible for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and Interim Cabinet Member responsible for Finance & Procurement, Commissioning and Commercialisation**
Key Decision:	**Key**

Purpose of Report

1. The purpose of this report is to enable the Council to calculate and approve the Council Tax requirement for 2022/23.

Background

2. The Localism Act 2011 requires the billing authority to calculate the council tax requirement for the year.

3. An Officer Decision was made by Andy Brown, Corporate Director of Resources and Deputy Chief Executive (S151 Officer) to approve the 2022/23 Wiltshire Council tax base of 189,964.37 on 3rd December 2021.

Wiltshire Council

4. The 2022/23 Local Government Finance Settlement set out central government's decision in respect of the core principle and package of flexibilities in respect of Council Tax for 2022/22. The principles and flexibilities that apply to Wiltshire Council are:

    (a) Unitary authorities may increase the basic element (core principle) of the council tax with a threshold of 2.00% triggering a local referendum.

    (b) Local authorities with the responsibility for adult social care have an additional flexibility on their council tax referendum threshold to be used entirely for adult social care. These local authorities will be able to increase the adult social care precept by a further 1% on top of the basic element (core principle).

5. At the Cabinet meeting on 1 February 2022 it was recommended that Wiltshire Council increase its basic element of the band D Council Tax by 1.99% for 2022/23 (1.99% for 2021/22).

6. It was also recommended at the same meeting that Wiltshire Council take up the additional 1.00% flexibility in respect of adult social care for 2022/23.

7.	The total recommended increase to the average band D Council Tax for 2022/23 is therefore 2.99% (4.99% for 2021/22). This results in an average band D Council Tax of £1,638.16 for 2022/23 (£1,590.60 for 2021/22).

8.	Since the Cabinet meeting on 1 February 2020, the precept levels of other precepting authorities have been received except for the Dorset and Wiltshire Fire and Rescue Authority for which draft figures are included within this report. It is not anticipated that these draft figures will change however if changes are approved at the meeting of this authority at their meeting on 9 February an updated report will be published and presented to Full Council. The details of the other precepting authorities is shown below:

Town & Parish Councils

9.	The 2022/23 Local Government Finance Settlement confirmed that no referendum principles would apply for Town & Parish Councils for 2022/23.

10.	The Town & Parish Council Precepts for 2022/23 are detailed in Appendix B and total £26,854,431.57 The increase in the average band D Council Tax for Town & Parish Councils is 7.67% and results in an average band D Council Tax figure of £141.38 for 2022/23 (£131.31 for 2021/22).

Office of the Police & Crime Commissioner for Wiltshire & Swindon

11.	The Office of the Police & Crime Commissioner for Wiltshire & Swindon met on 3 February 2022 and set their precept in respect of the Wiltshire area at £45,832,704 exclusive of a Council Tax Collection Fund surplus of £430,499. This results in a band D Council Tax of £241.27 for 2022/22. This represents an increase of £10.00 (4.3%) compared to £231.27 for 2021/22.

Dorset & Wiltshire Fire and Rescue Authority

12.	The 2022/23 Local Government Finance Settlement confirmed that Fire & Rescue Authorities may increase the basic element of the council tax by up to 2.00% without triggering a local referendum.

13.	Dorset & Wiltshire Fire and Rescue Authority are due to meet on 9 February 2022 and set their precept in respect of the Wiltshire area. At this stage the draft amount for their precept of the Wiltshire area is £15,088,869.91 exclusive of a Council Tax Collection Fund surplus of £142,127.72. This will result in a band D Council Tax of £79.43 for 2022/23. This represents an increase of £1.55 (1.99%) compared to £77.88 for 2021/22. Confirmation of any variance to these figures will be provided following the approval of their precept.

The Energy Bills rebate

14.	On 4 February 2022 the government announced a scheme whereby households in England which are in council tax bands A-D will receive a £150 payment. This will be paid by local authorities as a one-off payment and is expected to be paid in April 2022. A discretionary fund was also announced with £144m available nationally to support individuals on low incomes that do not pay council tax or that pay council tax for properties in bands E-H. At this stage it is not clear how this support will be rolled out and the council await further detail from the government to support this scheme. These

schemes are outside of the council tax system and do not affect the amount of council tax households will be charged and therefore does no impact the calculations and recommendations in this resolution report.

Conclusions

15. The recommendations are set out in the formal Council Tax Resolution in Appendix A.

16. The Wiltshire Council element of the Council Tax is recommended to be increased as follows:

	2021/22 %	2022/23 %
Wiltshire Council (Basic Amount)	1.99	1.99
Wiltshire Council (Adult Social Care)	3.00	1.00
Total	**4.99**	**2.99**

17. If the formal Council Tax Resolution in Appendix A is approved, the total band D Council Tax will be as follows:

	2021/22 £	2022/23 £	Increase £	Increase
Wiltshire Council	1,590.60	1,638.16	47.56	2.99%
Office of the Police & Crime Commissioner for Wiltshire & Swindon	231.27	241.27	10.00	4.30%
Dorset & Wiltshire Fire and Rescue Authority (draft)	77.88	79.43	1.55	1.99%
Sub – Total	**1,899.75**	**1,958.86**	**59.11**	**3.11%**
Town & Parish Council (average)	131.31	141.38	10.07	7.67%
Total	**2,031.06**	**2,100.24**	**69.18**	**3.41%**

18. The Adult Social Care Precept will account for £193.12 of the 2022/23 Wiltshire Council Band D figure above (£177.21 for 2021/22).

19. These increases do not require a referendum.

Risks Assessment

20. A full risk assessment of the budget proposals has been provided to Cabinet on 1 February 2022 in the Budget 2022/23 & MTFS Report.

Equality and Diversity Impacts of the Proposal

21. None have been identified as directly arising from this report, although equality and diversity impacts have been considered by officers and portfolio holders when preparing budget proposals.

Financial Implications

22. The financial implications are outlined in the report.

Workforce Implications

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

Legal Implications

24. The legal implications are outlined in the report.

Public Health Implications

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

Environmental Implications

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

Safeguarding Implications

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

Options Considered

28. The calculations are as defined by law, and the figures will change only if the budget proposal is amended and affects the council tax requirement.

Reasons for Proposals

29. To meet the statutory requirement to set the Council Tax. The calculations are as defined by law, and the figures will change only if the budget proposal is amended.

Proposal

30. That the Council approves the resolutions as set out within the report.

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

Terence Herbert
Chief Executive

Report Author:

Lizzie Watkin
Assistant Director of Corporate Finance & Deputy s151
email: lizzie.watkin@wiltshire.gov.uk

Tel: 01225 713056

Background Papers

The following published documents set out the statutory requirements and powers relevant to the subject of this report:

Local Government Finance Act 1992
Localism Act 2011
Referendums Relating to Council Tax Increases (Principles) (England) Report 2022/23 as part of the final Local Government Finance Settlement

The following published documents have been referred to during the preparation of this report:

Wiltshire Council's Budget – Budget 2022/23 & MTFS report
Council Tax Base 2022/23 Officer Decision 3 December 2021

Appendices:

Appendix A Wiltshire Council - Council Tax Resolution 2022/23
Appendix B Wiltshire Council - Council Tax Banding Schedule by Authority 2022/23
Appendix C Wiltshire Council - Town & Parish Precepts 2022/23

The Council is recommended to resolve as follows:

1. It be noted that on 3 December 2021 an Officer Decision was made by Andy Brown Interim Corporate Director of Resources.

    (a) the Council Tax Base 2022/23 for the whole Wiltshire Council area as 189,964.37 [Item T in the formula in Section 31B(3) of the Local Government Finance Act 1992, as amended (the "Act")] and,

    (b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix.

2. Calculate that the Council Tax requirement for the Council's own purposes for 2022/23 (excluding parish precepts) is £311,192,032.36.

3. That the following amounts be calculated for the year 2022/23 in accordance with Sections 31 to 36 of the Act:

    (a) £919,609,816   **(Gross Revenue Expenditure including transfers to reserves, parish precepts and any collection fund deficit**) being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils).

    (b) £581,560,201   **(Gross Revenue Income including transfers from reserves, General Government Grants and any collection fund surplus)** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.

    (c) £338,049,615   **(Net Revenue Expenditure including parish precepts)** being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act).

    (d) £1,779.54   **(Wiltshire Council band D tax plus average Town & Parish Councils Band D Council Tax)** being the amount at 3(c) above (Item R), all divided by Item T (2 above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts), as shown below:

Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H

£	£	£	£	£	£	£	£
1,186.35	1,384.08	1,581.81	1,779.54	2,175.00	2,570.45	2,965.90	3,559.08

(e) £26,857,582.57 **(Aggregate of Town & Parish Council Precepts)** being the aggregate amount of all special items (Parish Precepts) referred to in Section 34(1) of the Act (as per the attached Appendix C).

(f) £1,638.16 **(band D Council Tax for Wiltshire Council purposes only)** being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (2 above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates, as shown below:

Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
1,092.10	1,274.12	1,456.14	1,638.16	2,002.20	2,366.23	2,730.27	3,276.32

Wiltshire Council - Council Tax Banding Schedule by Authority 2022/23

Council Tax Schedule 2022/23	Band A (£)	Band B (£)	Band C (£)	Band D (£)	Band E (£)	Band F (£)	Band G (£)	Band H (£)
Wiltshire Council (inclusive of Adult Social Care Levy)	1,092.10	1,274.12	1,456.15	1,638.16	2,002.19	2,366.23	2,730.27	3,276.32
Office of the Police & Crime Commissioner for Wiltshire & Swindon	160.85	187.65	214.46	241.27	294.89	348.50	402.12	482.54
Dorset & Wiltshire Fire and Rescue Authority	52.95	61.78	70.60	79.43	97.08	114.73	132.38	158.86
Town & Parish Council (Average)	94.25	109.96	125.67	141.38	172.80	204.22	235.63	282.76
Total	**1,400.15**	**1,633.51**	**1,866.89**	**2,100.24**	**2,566.96**	**3,033.68**	**3,500.40**	**4,200.48**

Council Tax Charge by band per Parish/Town Council								
Aldbourne Parish Council	33.89	39.53	45.18	50.83	62.13	73.42	84.72	101.66
Alderbury Parish Council	35.56	41.49	47.41	53.34	65.19	77.05	88.90	106.68
All Cannings Parish Council	43.68	50.96	58.24	65.52	80.08	94.64	109.20	131.04
Allington Parish Council	33.57	39.16	44.76	50.35	61.54	72.73	83.92	100.70
Alton Parish Council	32.45	37.86	43.27	48.68	59.50	70.32	81.13	97.36
Alvediston Parish Meeting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Amesbury Town Council	85.50	99.75	114.00	128.25	156.75	185.25	213.75	256.50
Ansty Parish Council	18.90	22.05	25.20	28.35	34.65	40.95	47.25	56.70
Ashton Keynes Parish Council	35.16	41.02	46.88	52.74	64.46	76.18	87.90	105.48
Atworth Parish Council	45.33	52.88	60.44	67.99	83.10	98.21	113.32	135.98
Avebury Parish Council	43.47	50.72	57.96	65.21	79.70	94.19	108.68	130.42
Barford St Martin Parish Council	32.77	38.23	43.69	49.15	60.07	70.99	81.92	98.30
Baydon Parish Council	30.93	36.08	41.24	46.39	56.70	67.01	77.32	92.78
Beechingstoke Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Berwick Bassett & W/Bourne Monkton Parish Council	32.57	37.99	43.42	48.85	59.71	70.56	81.42	97.70
Berwick St James Parish Council	16.42	19.16	21.89	24.63	30.10	35.58	41.05	49.26
Berwick St John Parish Council	36.13	42.15	48.17	54.19	66.23	78.27	90.32	108.38
Berwick St Leonard Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Biddestone Parish Council	43.76	51.05	58.35	65.64	80.23	94.81	109.40	131.28
Bishops Cannings Parish Council	36.93	43.08	49.24	55.39	67.70	80.01	92.32	110.78
Bishopstone Parish Council	23.86	27.84	31.81	35.79	43.74	51.70	59.65	71.58
Bishopstrow Parish Council	14.51	16.93	19.35	21.77	26.61	31.45	36.28	43.54
Bowerchalke Parish Council	20.31	23.70	27.08	30.47	37.24	44.01	50.78	60.94
Box Parish Council	60.19	70.23	80.26	90.29	110.35	130.42	150.48	180.58
Boyton Parish Council	10.75	12.54	14.33	16.12	19.70	23.28	26.87	32.24
Bradford On Avon Town Council	157.61	183.88	210.15	236.42	288.96	341.50	394.03	472.84
Bratton Parish Council	53.35	62.25	71.14	80.03	97.81	115.60	133.38	160.06
Braydon Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Bremhill Parish Council	16.66	19.44	22.21	24.99	30.54	36.10	41.65	49.98
Brinkworth Parish Council	28.55	33.30	38.06	42.82	52.34	61.85	71.37	85.64
Britford Parish Council	18.66	21.77	24.88	27.99	34.21	40.43	46.65	55.98
Broad Hinton & W/Bourne Bassett Parish Council	23.11	26.96	30.81	34.66	42.36	50.06	57.77	69.32
Broad Town Parish Council	24.21	28.24	32.28	36.31	44.38	52.45	60.52	72.62
Broadchalke Parish Council	22.48	26.23	29.97	33.72	41.21	48.71	56.20	67.44
Brokenborough Parish Council	11.32	13.21	15.09	16.98	20.75	24.53	28.30	33.96
Bromham Parish Council	39.07	45.59	52.10	58.61	71.63	84.66	97.68	117.22
Broughton Gifford Parish Council	30.49	35.58	40.66	45.74	55.90	66.07	76.23	91.48
Bulford Parish Council	24.55	28.64	32.73	36.82	45.00	53.18	61.37	73.64
Bulkington Parish Council	55.71	64.99	74.28	83.56	102.13	120.70	139.27	167.12
Burbage Parish Council	23.27	27.15	31.03	34.91	42.67	50.43	58.18	69.82
Burcombe Parish Council	32.78	38.24	43.71	49.17	60.10	71.02	81.95	98.34
Buttermere Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Wiltshire Council - Council Tax Banding Schedule by Authority 2022/23

Council Tax Schedule 2022/23	Band A (£)	Band B (£)	Band C (£)	Band D (£)	Band E (£)	Band F (£)	Band G (£)	Band H (£)
Wiltshire Council (inclusive of Adult Social Care Levy)	1,092.10	1,274.12	1,456.15	1,638.16	2,002.19	2,366.23	2,730.27	3,276.32
Office of the Police & Crime Commissioner for Wiltshire & Swindon	160.85	187.65	214.46	241.27	294.89	348.50	402.12	482.54
Dorset & Wiltshire Fire and Rescue Authority	52.95	61.78	70.60	79.43	97.08	114.73	132.38	158.86
Town & Parish Council (Average)	94.25	109.96	125.67	141.38	172.80	204.22	235.63	282.76
Total	**1,400.15**	**1,633.51**	**1,866.89**	**2,100.24**	**2,566.96**	**3,033.68**	**3,500.40**	**4,200.48**

Council Tax Charge by band per Parish/Town Council								
Calne Town Council	143.71	167.67	191.62	215.57	263.47	311.38	359.28	431.14
Calne Without Parish Council	14.48	16.89	19.31	21.72	26.55	31.37	36.20	43.44
Castle Combe Parish Council	22.28	25.99	29.71	33.42	40.85	48.27	55.70	66.84
Chapmanslade Parish Council	12.76	14.89	17.01	19.14	23.39	27.65	31.90	38.28
Charlton Parish Council	27.46	32.04	36.61	41.19	50.34	59.50	68.65	82.38
Charlton St Peter & Wilsford Parish Council	11.45	13.36	15.27	17.18	21.00	24.82	28.63	34.36
Cherhill Parish Council	27.97	32.63	37.29	41.95	51.27	60.59	69.92	83.90
Cheverell Magna (Great Cheverell) Parish Council	35.97	41.96	47.96	53.95	65.94	77.93	89.92	107.90
Chicklade Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chilmark Parish Council	23.80	27.77	31.73	35.70	43.63	51.57	59.50	71.40
Chilton Foliat Parish Council	24.65	28.76	32.87	36.98	45.20	53.42	61.63	73.96
Chippenham Town Council	187.02	218.19	249.36	280.53	342.87	405.21	467.55	561.06
Chippenham Without Parish Council	89.31	104.19	119.08	133.96	163.73	193.50	223.27	267.92
Chirton Parish Council	47.20	55.07	62.93	70.80	86.53	102.27	118.00	141.60
Chitterne Parish Council	48.27	56.31	64.36	72.40	88.49	104.58	120.67	144.80
Cholderton Parish Council	33.67	39.28	44.89	50.50	61.72	72.94	84.17	101.00
Christian Malford Parish Council	47.92	55.91	63.89	71.88	87.85	103.83	119.80	143.76
Chute Forest Parish Council	39.51	46.10	52.68	59.27	72.44	85.61	98.78	118.54
Chute Parish Council	35.11	40.96	46.81	52.66	64.36	76.06	87.77	105.32
Clarendon Park Parish Council	12.30	14.35	16.40	18.45	22.55	26.65	30.75	36.90
Clyffe Pypard Parish Council	27.88	32.53	37.17	41.82	51.11	60.41	69.70	83.64
Codford Parish Council	34.36	40.09	45.81	51.54	62.99	74.45	85.90	103.08
Colerne Parish Council	44.57	51.99	59.42	66.85	81.71	96.56	111.42	133.70
Collingbourne Ducis Parish Council	40.84	47.65	54.45	61.26	74.87	88.49	102.10	122.52
Collingbourne Kingston Parish Council	42.09	49.10	56.12	63.13	77.16	91.19	105.22	126.26
Compton Bassett Parish Council	39.70	46.32	52.93	59.55	72.78	86.02	99.25	119.10
Compton Chamberlayne Parish Council	30.52	35.61	40.69	45.78	55.95	66.13	76.30	91.56
Coombe Bissett Parish Council	21.71	25.33	28.95	32.57	39.81	47.05	54.28	65.14
Corsham Town Council	146.87	171.34	195.82	220.30	269.26	318.21	367.17	440.60
Corsley Parish Council	27.26	31.80	36.35	40.89	49.98	59.06	68.15	81.78
Coulston Parish Council	30.63	35.73	40.84	45.94	56.15	66.36	76.57	91.88
Cricklade Town Council	141.17	164.69	188.22	211.75	258.81	305.86	352.92	423.50
Crudwell Parish Council	19.86	23.17	26.48	29.79	36.41	43.03	49.65	59.58
Dauntsey Parish Council	53.50	62.42	71.33	80.25	98.08	115.92	133.75	160.50
Devizes Town Council	124.61	145.38	166.15	186.92	228.46	270.00	311.53	373.84
Dilton Marsh Parish Council	28.85	33.66	38.47	43.28	52.90	62.52	72.13	86.56
Dinton Parish Council	38.09	44.44	50.79	57.14	69.84	82.54	95.23	114.28
Donhead St Andrew Parish Council	32.76	38.22	43.68	49.14	60.06	70.98	81.90	98.28
Donhead St Mary Parish Council	26.91	31.39	35.88	40.36	49.33	58.30	67.27	80.72
Downton Parish Council	64.58	75.34	86.11	96.87	118.40	139.92	161.45	193.74
Durnford Parish Council	12.05	14.06	16.07	18.08	22.10	26.12	30.13	36.16
Durrington Town Council	69.33	80.88	92.44	103.99	127.10	150.21	173.32	207.98

Wiltshire Council - Council Tax Banding Schedule by Authority 2022/23

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Wiltshire Council (inclusive of Adult Social Care Levy)	1,092.10	1,274.12	1,456.15	1,638.16	2,002.19	2,366.23	2,730.27	3,276.32
Office of the Police & Crime Commissioner for Wiltshire & Swindon	160.85	187.65	214.46	241.27	294.89	348.50	402.12	482.54
Dorset & Wiltshire Fire and Rescue Authority	52.95	61.78	70.60	79.43	97.08	114.73	132.38	158.86
Town & Parish Council (Average)	94.25	109.96	125.67	141.38	172.80	204.22	235.63	282.76
Total	**1,400.15**	**1,633.51**	**1,866.89**	**2,100.24**	**2,566.96**	**3,033.68**	**3,500.40**	**4,200.48**

Council Tax Charge by band per Parish/Town Council								
East Kennett Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
East Knoyle Parish Council	20.50	23.92	27.33	30.75	37.58	44.42	51.25	61.50
Easterton Parish Council	46.33	54.06	61.78	69.50	84.94	100.39	115.83	139.00
Easton Grey Parish Council	11.47	13.39	15.30	17.21	21.03	24.86	28.68	34.42
Easton Royal Parish Council	35.87	41.85	47.83	53.81	65.77	77.73	89.68	107.62
Ebbesbourne Wake Parish Council	22.56	26.32	30.08	33.84	41.36	48.88	56.40	67.68
Edington Parish Council	32.27	37.65	43.03	48.41	59.17	69.93	80.68	96.82
Enford Parish Council	43.84	51.15	58.45	65.76	80.37	94.99	109.60	131.52
Erlestoke Parish Council	49.65	57.92	66.20	74.47	91.02	107.57	124.12	148.94
Etchilhampton Parish Council	27.63	32.24	36.84	41.45	50.66	59.87	69.08	82.90
Everleigh Parish Council	27.72	32.34	36.96	41.58	50.82	60.06	69.30	83.16
Figheldean Parish Council	59.41	69.31	79.21	89.11	108.91	128.71	148.52	178.22
Firsdown Parish Council	44.28	51.66	59.04	66.42	81.18	95.94	110.70	132.84
Fittleton cum Haxton Parish Council	40.01	46.68	53.35	60.02	73.36	86.70	100.03	120.04
Fonthill Bishop Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fonthill Gifford Parish Council	22.73	26.51	30.30	34.09	41.67	49.24	56.82	68.18
Fovant Parish Council	34.51	40.26	46.01	51.76	63.26	74.76	86.27	103.52
Froxfield Parish Council	49.14	57.33	65.52	73.71	90.09	106.47	122.85	147.42
Kennet Valley Parish Council	41.89	48.87	55.85	62.83	76.79	90.75	104.72	125.66
Grafton Parish Council	19.43	22.67	25.91	29.15	35.63	42.11	48.58	58.30
Great Bedwyn Parish Council	25.25	29.46	33.67	37.88	46.30	54.72	63.13	75.76
Great Hinton Parish Council	18.93	22.09	25.24	28.40	34.71	41.02	47.33	56.80
Great Somerford Parish Council	22.89	26.70	30.52	34.33	41.96	49.59	57.22	68.66
Great Wishford Parish Council	22.89	26.70	30.52	34.33	41.96	49.59	57.22	68.66
Grimstead Parish Council	11.44	13.35	15.25	17.16	20.97	24.79	28.60	34.32
Grittleton Parish Council	9.23	10.77	12.31	13.85	16.93	20.01	23.08	27.70
Ham Parish Council	9.03	10.54	12.04	13.55	16.56	19.57	22.58	27.10
Hankerton Parish Council	20.94	24.43	27.92	31.41	38.39	45.37	52.35	62.82
Heddington Parish Council	22.25	25.96	29.67	33.38	40.80	48.22	55.63	66.76
Heytesbury & Knook Parish Council	31.05	36.23	41.40	46.58	56.93	67.28	77.63	93.16
Heywood Parish Council	15.50	18.08	20.67	23.25	28.42	33.58	38.75	46.50
Hilmarton Parish Council	18.87	22.01	25.16	28.30	34.59	40.88	47.17	56.60
Hilperton Parish Council	9.52	11.11	12.69	14.28	17.45	20.63	23.80	28.56
Hindon Parish Council	41.77	48.74	55.70	62.66	76.58	90.51	104.43	125.32
Holt Parish Council	29.79	34.75	39.72	44.68	54.61	64.54	74.47	89.36
Horningsham Parish Council	75.59	88.18	100.78	113.38	138.58	163.77	188.97	226.76
Hullavington Parish Council	31.01	36.18	41.35	46.52	56.86	67.20	77.53	93.04
Idmiston Parish Council	53.75	62.70	71.66	80.62	98.54	116.45	134.37	161.24
Keevil Parish Council	23.31	27.20	31.08	34.97	42.74	50.51	58.28	69.94
Kilmington Parish Council	43.40	50.63	57.87	65.10	79.57	94.03	108.50	130.20
Kington Langley Parish Council	40.33	47.05	53.77	60.49	73.93	87.37	100.82	120.98
Kington St Michael Parish Council	90.91	106.07	121.22	136.37	166.67	196.98	227.28	272.74

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Wiltshire Council (inclusive of Adult Social Care Levy)	1,092.10	1,274.12	1,456.15	1,638.16	2,002.19	2,366.23	2,730.27	3,276.32
Office of the Police & Crime Commissioner for Wiltshire & Swindon	160.85	187.65	214.46	241.27	294.89	348.50	402.12	482.54
Dorset & Wiltshire Fire and Rescue Authority	52.95	61.78	70.60	79.43	97.08	114.73	132.38	158.86
Town & Parish Council (Average)	94.25	109.96	125.67	141.38	172.80	204.22	235.63	282.76
Total	1,400.15	1,633.51	1,866.89	2,100.24	2,566.96	3,033.68	3,500.40	4,200.48

Council Tax Charge by band per Parish/Town Council								
Lacock Parish Council	45.10	52.62	60.13	67.65	82.68	97.72	112.75	135.30
Landford Parish Council	27.70	32.32	36.93	41.55	50.78	60.02	69.25	83.10
Langley Burrell Parish Council	60.47	70.55	80.63	90.71	110.87	131.03	151.18	181.42
Latton Parish Council	34.41	40.14	45.88	51.61	63.08	74.55	86.02	103.22
Laverstock & Ford Parish Council	46.10	53.78	61.47	69.15	84.52	99.88	115.25	138.30
Lea & Cleverton Parish Council	21.65	25.25	28.86	32.47	39.69	46.90	54.12	64.94
Leigh Parish Council	18.35	21.40	24.46	27.52	33.64	39.75	45.87	55.04
Limpley Stoke Parish Council	49.38	57.61	65.84	74.07	90.53	106.99	123.45	148.14
Little Bedwyn Parish Council	16.10	18.78	21.47	24.15	29.52	34.88	40.25	48.30
Little Cheverell Parish Council	20.17	23.53	26.89	30.25	36.97	43.69	50.42	60.50
Little Somerford Parish Council	37.69	43.97	50.25	56.53	69.09	81.65	94.22	113.06
Longbridge Deverill Parish Council	12.69	14.80	16.92	19.03	23.26	27.49	31.72	38.06
Luckington Parish Council	22.13	25.82	29.51	33.20	40.58	47.96	55.33	66.40
Ludgershall Town Council	89.40	104.30	119.20	134.10	163.90	193.70	223.50	268.20
Lydiard Millicent Parish Council	48.10	56.12	64.13	72.15	88.18	104.22	120.25	144.30
Lydiard Tregoze Parish Council	32.84	38.31	43.79	49.26	60.21	71.15	82.10	98.52
Lyneham & Bradenstoke Parish Council	23.09	26.93	30.78	34.63	42.33	50.02	57.72	69.26
Maiden Bradley Parish Council	131.97	153.96	175.96	197.95	241.94	285.93	329.92	395.90
Malmesbury Town Council	146.09	170.44	194.79	219.14	267.84	316.54	365.23	438.28
Manningford Parish Council	26.87	31.34	35.82	40.30	49.26	58.21	67.17	80.60
Marden Parish Council	23.85	27.82	31.80	35.77	43.72	51.67	59.62	71.54
Market Lavington Parish Council	57.99	67.66	77.32	86.99	106.32	125.65	144.98	173.98
Marlborough Town Council	149.73	174.69	199.64	224.60	274.51	324.42	374.33	449.20
Marston Meysey Parish Council	29.22	34.09	38.96	43.83	53.57	63.31	73.05	87.66
Marston Parish Council	22.33	26.06	29.78	33.50	40.94	48.39	55.83	67.00
Melksham Town Council	112.67	131.44	150.22	169.00	206.56	244.11	281.67	338.00
Melksham Without Parish Council	56.47	65.89	75.30	84.71	103.53	122.36	141.18	169.42
Mere Parish Council	93.12	108.64	124.16	139.68	170.72	201.76	232.80	279.36
Mildenhall Parish Council	60.31	70.37	80.42	90.47	110.57	130.68	150.78	180.94
Milston Parish Council	10.75	12.55	14.34	16.13	19.71	23.30	26.88	32.26
Milton Lilbourne Parish Council	37.07	43.25	49.43	55.61	67.97	80.33	92.68	111.22
Minety Parish Council	17.23	20.11	22.98	25.85	31.59	37.34	43.08	51.70
Monkton Farleigh Parish Council	30.78	35.91	41.04	46.17	56.43	66.69	76.95	92.34
Netheravon Parish Council	41.83	48.81	55.78	62.75	76.69	90.64	104.58	125.50
Netherhampton Parish Council	30.97	36.13	41.29	46.45	56.77	67.09	77.42	92.90
Nettleton Parish Council	11.75	13.71	15.67	17.63	21.55	25.47	29.38	35.26
Newton Toney Parish Council	62.93	73.41	83.90	94.39	115.37	136.34	157.32	188.78
North Bradley Parish Council	13.63	15.90	18.17	20.44	24.98	29.52	34.07	40.88
North Newnton Parish Council	48.50	56.58	64.67	72.75	88.92	105.08	121.25	145.50
North Wraxall Parish Council	37.69	43.98	50.26	56.54	69.10	81.67	94.23	113.08
Norton & Foxley Parish Meeting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Norton Bavant Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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Total	**1,400.15**	**1,633.51**	**1,866.89**	**2,100.24**	**2,566.96**	**3,033.68**	**3,500.40**	**4,200.48**

Council Tax Charge by band per Parish/Town Council								
Oaksey Parish Council	47.89	55.87	63.85	71.83	87.79	103.75	119.72	143.66
Odstock Parish Council	45.06	52.57	60.08	67.59	82.61	97.63	112.65	135.18
Ogbourne St Andrew Parish Council	13.96	16.29	18.61	20.94	25.59	30.25	34.90	41.88
Ogbourne St George Parish Council	37.86	44.17	50.48	56.79	69.41	82.03	94.65	113.58
Orcheston Parish Council	14.39	16.79	19.19	21.59	26.39	31.19	35.98	43.18
Patney Parish Council	14.43	16.83	19.24	21.64	26.45	31.26	36.07	43.28
Pewsey Parish Council	60.21	70.25	80.28	90.32	110.39	130.46	150.53	180.64
Pitton & Farley Parish Council	33.07	38.59	44.10	49.61	60.63	71.66	82.68	99.22
Potterne Parish Council	29.03	33.86	38.70	43.54	53.22	62.89	72.57	87.08
Poulshot Parish Council	56.34	65.73	75.12	84.51	103.29	122.07	140.85	169.02
Preshute Parish Council	32.60	38.03	43.47	48.90	59.77	70.63	81.50	97.80
Purton Parish Council	90.69	105.80	120.92	136.03	166.26	196.49	226.72	272.06
Quidhampton Parish Council	49.49	57.74	65.99	74.24	90.74	107.24	123.73	148.48
Ramsbury Parish Council	49.38	57.61	65.84	74.07	90.53	106.99	123.45	148.14
Redlynch Parish Council	25.89	30.21	34.52	38.84	47.47	56.10	64.73	77.68
Rowde Parish Council	52.31	61.03	69.75	78.47	95.91	113.35	130.78	156.94

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Council Tax Charge by band per Parish/Town Council								
Royal Wootton Bassett Town Council	144.41	168.48	192.55	216.62	264.76	312.90	361.03	433.24
Rushall Parish Council	67.34	78.56	89.79	101.01	123.46	145.90	168.35	202.02
Salisbury City Council	155.31	181.19	207.08	232.96	284.73	336.50	388.27	465.92
Savernake Parish Council	6.28	7.33	8.37	9.42	11.51	13.61	15.70	18.84
Seagry Parish Council	75.10	87.62	100.13	112.65	137.68	162.72	187.75	225.30
Sedgehill & Semley Parish Council	30.30	35.35	40.40	45.45	55.55	65.65	75.75	90.90
Seend Parish Council	25.85	30.16	34.47	38.78	47.40	56.02	64.63	77.56
Semington Parish Council	23.37	27.27	31.16	35.06	42.85	50.64	58.43	70.12
Shalbourne Parish Council	20.35	23.75	27.14	30.53	37.31	44.10	50.88	61.06
Sherrington Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sherston Parish Council	66.83	77.97	89.11	100.25	122.53	144.81	167.08	200.50
Shrewton Parish Council	21.61	25.21	28.81	32.41	39.61	46.81	54.02	64.82
Sopworth Parish Council	4.73	5.52	6.31	7.10	8.68	10.26	11.83	14.20
South Newton Parish Council	23.75	27.71	31.67	35.63	43.55	51.47	59.38	71.26
South Wraxall Parish Council	12.20	14.23	16.27	18.30	22.37	26.43	30.50	36.60
Southwick Parish Council	19.37	22.59	25.82	29.05	35.51	41.96	48.42	58.10
St Paul Without	11.41	13.31	15.21	17.11	20.91	24.71	28.52	34.22
Stanton St Bernard Parish Council	29.44	34.35	39.25	44.16	53.97	63.79	73.60	88.32
Stanton St Quintin Parish Council	17.12	19.97	22.83	25.68	31.39	37.09	42.80	51.36
Stapleford Parish Council	31.53	36.78	42.04	47.29	57.80	68.31	78.82	94.58
Staverton Parish Council	25.89	30.21	34.52	38.84	47.47	56.10	64.73	77.68
Steeple Ashton Parish Council	38.77	45.24	51.70	58.16	71.08	84.01	96.93	116.32
Steeple Langford Parish Council	14.17	16.53	18.89	21.25	25.97	30.69	35.42	42.50
Stert Parish Council	13.37	15.59	17.82	20.05	24.51	28.96	33.42	40.10
Stockton Parish Council	4.57	5.34	6.10	6.86	8.38	9.91	11.43	13.72
Stourton Parish Council	24.33	28.38	32.44	36.49	44.60	52.71	60.82	72.98
Stratford Tony Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sutton Benger Parish Council	17.17	20.03	22.89	25.75	31.47	37.19	42.92	51.50
Sutton Mandeville Parish Council	11.75	13.70	15.66	17.62	21.54	25.45	29.37	35.24
Sutton Veny Parish Council	31.43	36.67	41.91	47.15	57.63	68.11	78.58	94.30
Swallowcliffe Parish Council	27.55	32.14	36.73	41.32	50.50	59.68	68.87	82.64
Teffont Parish Council	36.69	42.80	48.92	55.03	67.26	79.49	91.72	110.06
Tidcombe & Fosbury Parish Council	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Tidworth Town Council	117.45	137.02	156.60	176.17	215.32	254.47	293.62	352.34
Tilshead Parish Council	37.91	44.22	50.54	56.86	69.50	82.13	94.77	113.72
Tisbury Parish Council	85.42	99.66	113.89	128.13	156.60	185.08	213.55	256.26
Tockenham Parish Council	54.97	64.13	73.29	82.45	100.77	119.09	137.42	164.90
Tollard Royal Parish Council	49.28	57.49	65.71	73.92	90.35	106.77	123.20	147.84
Trowbridge Town Council	133.40	155.63	177.87	200.10	244.57	289.03	333.50	400.20
Upavon Parish Council	41.61	48.54	55.48	62.41	76.28	90.15	104.02	124.82
Upper Deverills Parish Council	30.01	35.01	40.01	45.01	55.01	65.01	75.02	90.02
Upton Lovell Parish Council	23.12	26.97	30.83	34.68	42.39	50.09	57.80	69.36

Wiltshire Council - Council Tax Banding Schedule by Authority 2022/23

Council Tax Schedule 2022/23	Band A (£)	Band B (£)	Band C (£)	Band D (£)	Band E (£)	Band F (£)	Band G (£)	Band H (£)
Wiltshire Council (inclusive of Adult Social Care Levy)	1,092.10	1,274.12	1,456.15	1,638.16	2,002.19	2,366.23	2,730.27	3,276.32
Office of the Police & Crime Commissioner for Wiltshire & Swindon	160.85	187.65	214.46	241.27	294.89	348.50	402.12	482.54
Dorset & Wiltshire Fire and Rescue Authority	52.95	61.78	70.60	79.43	97.08	114.73	132.38	158.86
Town & Parish Council (Average)	94.25	109.96	125.67	141.38	172.80	204.22	235.63	282.76
Total	**1,400.15**	**1,633.51**	**1,866.89**	**2,100.24**	**2,566.96**	**3,033.68**	**3,500.40**	**4,200.48**

Council Tax Charge by band per Parish/Town Council								
Upton Scudamore Parish Council	21.69	25.31	28.92	32.54	39.77	47.00	54.23	65.08
Urchfont Parish Council	64.76	75.55	86.35	97.14	118.73	140.31	161.90	194.28
Warminster Town Council	141.88	165.53	189.17	212.82	260.11	307.41	354.70	425.64
West Ashton Parish Council	23.43	27.34	31.24	35.15	42.96	50.77	58.58	70.30
West Dean Parish Council	109.05	127.23	145.40	163.58	199.93	236.28	272.63	327.16
West Knoyle Parish Council	45.86	53.50	61.15	68.79	84.08	99.36	114.65	137.58
West Lavington Parish Council	45.12	52.64	60.16	67.68	82.72	97.76	112.80	135.36
West Tisbury Parish Council	30.49	35.57	40.65	45.73	55.89	66.05	76.22	91.46
Westbury Town Council	150.97	176.13	201.29	226.45	276.77	327.09	377.42	452.90
Westwood Parish Council	55.17	64.36	73.56	82.75	101.14	119.53	137.92	165.50
Whiteparish Parish Council	47.00	54.83	62.67	70.50	86.17	101.83	117.50	141.00
Wilcot & Huish Parish Council	22.09	25.78	29.46	33.14	40.50	47.87	55.23	66.28
Wilsford-cum-Lake Parish Council	5.25	6.13	7.00	7.88	9.63	11.38	13.13	15.76
Wilton Town Council	105.14	122.66	140.19	157.71	192.76	227.80	262.85	315.42
Wingfield Parish Council	70.36	82.09	93.81	105.54	128.99	152.45	175.90	211.08
Winsley Parish Council	20.08	23.43	26.77	30.12	36.81	43.51	50.20	60.24
Winterbourne Parish Council	32.79	38.25	43.72	49.18	60.11	71.04	81.97	98.36
Winterbourne Stoke Parish Council	72.93	85.09	97.24	109.40	133.71	158.02	182.33	218.80
Winterslow Parish Council	50.69	59.13	67.58	76.03	92.93	109.82	126.72	152.06
Woodborough Parish Council	37.94	44.26	50.59	56.91	69.56	82.20	94.85	113.82
Woodford Parish Council	21.05	24.55	28.06	31.57	38.59	45.60	52.62	63.14
Wootton Rivers Parish Council	18.45	21.53	24.60	27.68	33.83	39.98	46.13	55.36
Worton Parish Council	25.91	30.23	34.55	38.87	47.51	56.15	64.78	77.74
Wylye Parish Council	24.84	28.98	33.12	37.26	45.54	53.82	62.10	74.52
Yatton Keynell Parish Council	26.67	31.11	35.56	40.00	48.89	57.78	66.67	80.00
Zeals Parish Council	12.02	14.02	16.03	18.03	22.04	26.04	30.05	36.06

Wiltshire Council - Town & Parish Precepts 2022/23

Parish/Town Council	2021/22			2022/23			C Tax Increase/ (Decrease
	Tax Base	Precept (£)	Council Tax Band D (£)	Tax Base	Precept (£)	Council Tax Band D (£)	
Aldbourne Parish Council	797.65	35,788.00	44.87	802.46	40,788.00	50.83	13.28%
Alderbury Parish Council	983.09	51,990.00	52.88	991.54	52,889.86	53.34	0.87%
All Cannings Parish Council	273.29	16,271.94	59.54	273.20	17,899.13	65.52	10.04%
Allington Parish Council	209.21	10,500.00	50.19	213.51	10,750.00	50.35	0.32%
Alton Parish Council	112.99	5,500.00	48.68	113.81	5,540.00	48.68	0.00%
Alvediston Parish Meeting	48.51	0.00	0.00	48.78	0.00	0.00	0.00%
Amesbury Town Council	4,359.14	537,220.00	123.24	4,418.26	566,629.00	128.25	4.07%
Ansty Parish Council	78.40	2,200.00	28.06	77.60	2,200.00	28.35	1.03%
Ashton Keynes Parish Council	687.65	35,450.00	51.55	688.90	36,335.00	52.74	2.31%
Atworth Parish Council	488.45	28,220.00	57.77	489.92	33,309.00	67.99	17.69%
Avebury Parish Council	217.75	14,200.00	65.21	222.85	14,532.00	65.21	0.00%
Barford St Martin Parish Council	205.62	9,455.00	45.98	203.26	9,990.00	49.15	6.89%
Baydon Parish Council	302.58	15,804.00	52.23	301.79	14,000.00	46.39	(11.18%)
Beechingstoke Parish Council	65.92	0.00	0.00	66.72	0.00	0.00	0.00%
Berwick Bassett & W/Bourne Monkton Parish Council	98.64	4,562.00	46.25	103.27	5,045.00	48.85	5.62%
Berwick St James Parish Council	80.90	2,000.00	24.72	81.20	2,000.00	24.63	(0.36%)
Berwick St John Parish Council	132.36	7,300.00	55.15	134.71	7,300.00	54.19	(1.74%)
Berwick St Leonard Parish Council	14.50	0.00	0.00	14.73	0.00	0.00	0.00%
Biddestone Parish Council	257.30	9,569.00	37.19	255.50	16,771.38	65.64	76.50%
Bishops Cannings Parish Council	1,295.20	59,925.00	46.27	1,315.27	72,859.00	55.39	19.71%
Bishopstone Parish Council	278.71	5,000.00	17.94	279.41	10,000.00	35.79	99.50%
Bishopstrow Parish Council	69.26	1,600.00	23.10	73.49	1,600.00	21.77	(5.76%)
Bowerchalke Parish Council	177.20	5,400.00	30.47	178.67	5,444.07	30.47	0.00%
Box Parish Council	1,704.30	145,613.00	85.44	1,750.71	158,064.00	90.29	5.68%
Boyton Parish Council	86.83	1,397.50	16.09	86.68	1,397.50	16.12	0.19%
Bradford On Avon Town Council	4,082.89	885,590.00	216.90	4,117.25	973,400.00	236.42	9.00%
Bratton Parish Council	496.33	39,720.00	80.03	504.40	40,367.00	80.03	0.00%
Braydon Parish Council	31.17	0.00	0.00	30.32	0.00	0.00	0.00%
Bremhill Parish Council	478.92	9,283.00	19.38	480.16	12,000.00	24.99	28.95%
Brinkworth Parish Council	635.14	26,473.23	41.68	636.85	27,267.43	42.82	2.74%
Britford Parish Council	178.58	3,500.00	19.60	178.66	5,000.00	27.99	42.81%
Broad Hinton & W/Bourne Bassett Parish Council	396.19	9,983.77	25.20	390.80	13,543.43	34.66	37.54%
Broad Town Parish Council	267.78	9,600.00	35.85	272.82	9,905.60	36.31	1.28%
Broadchalke Parish Council	314.21	9,487.00	30.19	315.94	10,652.00	33.72	11.69%
Brokenborough Parish Council	99.63	1,608.60	16.15	104.21	1,770.00	16.98	5.14%
Bromham Parish Council	767.50	43,000.00	56.03	767.75	45,000.00	58.61	4.60%
Broughton Gifford Parish Council	356.68	15,536.98	43.56	356.19	16,292.13	45.74	5.00%
Bulford Parish Council	1,408.03	54,428.00	38.66	1,417.84	52,210.98	36.82	(4.76%)
Bulkington Parish Council	120.65	6,000.00	49.73	119.67	10,000.00	83.56	68.03%
Burbage Parish Council	839.52	27,000.00	32.16	844.95	29,500.00	34.91	8.55%
Burcombe Parish Council	64.76	3,091.00	47.73	64.09	3,151.00	49.17	3.02%
Buttermere Parish Council	32.02	0.00	0.00	31.24	0.00	0.00	0.00%
Calne Town Council	6,130.00	1,321,444.00	215.57	6,177.37	1,331,656.00	215.57	0.00%
Calne Without Parish Council	1,366.70	29,682.00	21.72	1,410.64	30,633.00	21.72	0.00%
Castle Combe Parish Council	175.77	5,750.00	32.71	172.06	5,750.00	33.42	2.17%
Chapmanslade Parish Council	314.89	5,850.00	18.58	335.24	6,416.49	19.14	3.01%
Charlton Parish Council	238.81	9,872.00	41.34	239.66	9,872.00	41.19	(0.36%)
Charlton St Peter & Wilsford Parish Council	85.47	1,450.00	16.97	84.39	1,450.00	17.18	1.24%
Cherhill Parish Council	353.67	11,000.00	31.10	357.58	15,000.00	41.95	34.89%
Cheverell Magna (Great Cheverell) Parish Council	247.51	11,068.00	44.72	247.43	13,348.00	53.95	20.64%
Chicklade Parish Council	38.39	0.00	0.00	40.30	0.00	0.00	0.00%
Chilmark Parish Council	243.90	8,500.00	34.85	245.07	8,750.00	35.70	2.44%

Wiltshire Council - Town & Parish Precepts 2022/23

Parish/Town Council	2021/22			2022/23			C Tax Increase/ (Decrease
	Tax Base	Precept (£)	Council Tax Band D (£)	Tax Base	Precept (£)	Council Tax Band D (£)	
Chilton Foliat Parish Council	188.31	7,320.00	38.87	203.89	7,540.00	36.98	(4.86%)
Chippenham Town Council	12,597.63	3,406,852.00	270.44	12,855.35	3,606,289.00	280.53	3.73%
Chippenham Without Parish Council	88.03	12,000.00	136.32	89.58	12,000.00	133.96	(1.73%)
Chirton Parish Council	181.99	12,600.00	69.23	183.31	12,978.00	70.80	2.27%
Chitterne Parish Council	136.35	9,800.00	71.87	135.35	9,800.00	72.40	0.74%
Cholderton Parish Council	89.68	4,528.84	50.50	92.05	4,648.53	50.50	0.00%
Christian Malford Parish Council	355.33	24,456.73	68.83	361.83	26,007.76	71.88	4.43%
Chute Forest Parish Council	89.28	5,174.00	57.95	88.58	5,250.00	59.27	2.28%
Chute Parish Council	170.78	9,000.00	52.70	170.91	9,000.00	52.66	(0.08%)
Clarendon Park Parish Council	134.06	2,400.00	17.90	135.50	2,500.00	18.45	3.07%
Clyffe Pypard Parish Council	154.89	3,000.00	19.37	155.43	6,500.00	41.82	115.90%
Codford Parish Council	352.65	18,984.50	53.83	359.75	18,541.04	51.54	(4.25%)
Colerne Parish Council	948.43	60,329.00	63.61	948.38	63,399.20	66.85	5.09%
Collingbourne Ducis Parish Council	378.71	22,502.95	59.42	386.99	23,707.01	61.26	3.10%
Collingbourne Kingston Parish Council	227.98	14,500.00	63.60	229.67	14,500.00	63.13	(0.74%)
Compton Bassett Parish Council	111.58	6,000.00	53.77	117.54	7,000.00	59.55	10.75%
Compton Chamberlayne Parish Council	61.74	2,800.00	45.35	61.16	2,800.00	45.78	0.95%
Coombe Bissett Parish Council	364.11	11,000.00	30.21	368.43	12,000.00	32.57	7.81%
Corsham Town Council	4,904.43	1,030,642.00	210.15	4,962.24	1,093,192.00	220.30	4.83%
Corsley Parish Council	357.23	9,574.00	26.80	354.63	14,500.00	40.89	52.57%
Coulston Parish Council	79.45	3,475.94	43.75	81.40	3,739.52	45.94	5.01%
Cricklade Town Council	1,610.99	334,638.00	207.72	1,642.84	347,871.00	211.75	1.94%
Crudwell Parish Council	528.92	15,756.53	29.79	528.08	15,731.50	29.79	0.00%
Dauntsey Parish Council	257.61	20,000.00	77.64	261.68	21,000.00	80.25	3.36%
Devizes Town Council	5,849.91	1,051,476.00	179.74	5,890.44	1,101,013.00	186.92	3.99%
Dilton Marsh Parish Council	713.59	30,887.00	43.28	722.20	31,259.00	43.28	0.00%
Dinton Parish Council	310.26	14,658.00	47.24	315.03	18,000.00	57.14	20.96%
Donhead St Andrew Parish Council	253.36	12,500.00	49.34	254.38	12,500.00	49.14	(0.41%)
Donhead St Mary Parish Council	473.69	16,659.00	35.17	479.29	19,345.00	40.36	14.76%
Downton Parish Council	1,378.39	113,248.54	82.16	1,398.99	135,518.51	96.87	17.90%
Durnford Parish Council	190.54	3,280.82	17.22	190.97	3,453.00	18.08	4.99%
Durrington Town Council	2,564.07	210,000.00	81.90	2,576.17	267,900.00	103.99	26.97%
East Kennett Parish Council	57.15	0.00	0.00	57.39	0.00	0.00	0.00%
East Knoyle Parish Council	350.66	10,225.00	29.16	344.77	10,600.00	30.75	5.45%
Easterton Parish Council	270.86	18,296.00	67.55	280.58	19,500.00	69.50	2.89%
Easton Grey Parish Council	43.32	200.00	4.62	43.59	750.00	17.21	272.51%
Easton Royal Parish Council	139.89	6,600.00	47.18	141.24	7,600.00	53.81	14.05%
Ebbesbourne Wake Parish Council	106.40	3,500.00	32.89	108.59	3,675.00	33.84	2.89%
Edington Parish Council	332.45	15,500.00	46.62	330.53	16,000.00	48.41	3.84%
Enford Parish Council	259.39	16,407.00	63.25	256.88	16,893.00	65.76	3.97%
Erlestoke Parish Council	93.75	6,805.00	72.59	91.97	6,849.00	74.47	2.59%
Etchilhampton Parish Council	72.39	2,750.00	37.99	72.37	3,000.00	41.45	9.11%
Everleigh Parish Council	90.89	3,688.71	40.58	93.46	3,885.85	41.58	2.46%
Figheldean Parish Council	225.08	19,099.00	84.85	224.44	20,000.00	89.11	5.02%
Firsdown Parish Council	277.79	17,600.00	63.36	281.70	18,710.00	66.42	4.83%
Fittleton cum Haxton Parish Council	116.35	6,466.00	55.57	114.43	6,868.00	60.02	8.01%
Fonthill Bishop Parish Council	42.34	0.00	0.00	42.01	0.00	0.00	0.00%
Fonthill Gifford Parish Council	61.34	2,040.00	33.26	63.37	2,160.00	34.09	2.50%
Fovant Parish Council	333.22	12,620.00	37.87	337.69	17,480.00	51.76	36.68%
Froxfield Parish Council	149.77	9,000.00	60.09	149.24	11,000.00	73.71	22.67%
Kennet Valley Parish Council	395.32	24,000.00	60.71	401.15	25,204.25	62.83	3.49%

Wiltshire Council - Town & Parish Precepts 2022/23

Parish/Town Council	2021/22			2022/23			C Tax Increase/ (Decrease)
	Tax Base	Precept (£)	Council Tax Band D (£)	Tax Base	Precept (£)	Council Tax Band D (£)	
Grafton Parish Council	339.25	9,000.00	26.53	341.38	9,950.00	29.15	9.88%
Great Bedwyn Parish Council	576.76	22,000.00	38.14	580.80	22,000.00	37.88	(0.68%)
Great Hinton Parish Council	104.14	3,000.00	28.81	105.64	3,000.00	28.40	(1.42%)
Great Somerford Parish Council	394.78	11,350.00	28.75	419.43	14,400.00	34.33	19.41%
Great Wishford Parish Council	133.34	4,500.00	33.75	131.08	4,500.00	34.33	1.72%
Grimstead Parish Council	285.33	10,000.00	35.05	291.45	5,000.00	17.16	(51.04%)
Grittleton Parish Council	288.93	4,002.00	13.85	288.57	3,997.00	13.85	0.00%
Ham Parish Council	109.46	1,500.00	13.70	110.70	1,500.00	13.55	(1.09%)
Hankerton Parish Council	153.68	4,750.00	30.91	151.23	4,750.00	31.41	1.62%
Heddington Parish Council	195.31	6,066.00	31.06	202.24	6,750.00	33.38	7.47%
Heytesbury & Knook Parish Council	338.68	14,613.00	43.15	344.94	16,066.00	46.58	7.95%
Heywood Parish Council	309.84	7,000.00	22.59	313.10	7,280.00	23.25	2.92%
Hilmarton Parish Council	317.64	8,500.00	26.76	318.07	9,000.00	28.30	5.75%
Hilperton Parish Council	1,618.29	23,109.18	14.28	1,638.33	23,395.35	14.28	0.00%
Hindon Parish Council	237.43	14,000.00	58.96	239.37	15,000.00	62.66	6.28%
Holt Parish Council	683.76	30,550.00	44.68	706.42	31,563.00	44.68	0.00%
Horningsham Parish Council	167.87	15,677.00	93.39	165.55	18,770.00	113.38	21.40%
Hullavington Parish Council	497.83	23,460.00	47.12	504.27	23,460.00	46.52	(1.27%)
Idmiston Parish Council	915.07	72,412.75	79.13	929.44	74,930.05	80.62	1.88%
Keevil Parish Council	223.93	7,500.00	33.49	225.21	7,875.00	34.97	4.42%
Kilmington Parish Council	135.89	7,119.00	52.39	137.86	8,975.00	65.10	24.26%
Kington Langley Parish Council	372.03	21,848.00	58.73	374.09	22,628.70	60.49	3.00%
Kington St Michael Parish Council	324.57	42,993.32	132.46	320.62	43,723.32	136.37	2.95%
Lacock Parish Council	486.61	20,303.24	41.72	491.90	33,277.34	67.65	62.15%
Landford Parish Council	969.07	48,000.00	49.53	962.76	40,000.00	41.55	(16.11%)
Langley Burrell Parish Council	170.73	14,749.00	86.39	174.72	15,849.00	90.71	5.00%
Latton Parish Council	251.76	12,717.00	50.51	255.97	13,210.00	51.61	2.18%
Laverstock & Ford Parish Council	3,769.31	221,070.00	58.65	3,783.40	261,629.00	69.15	17.90%
Lea & Cleverton Parish Council	426.03	13,436.00	31.54	422.10	13,705.00	32.47	2.95%
Leigh Parish Council	143.52	4,179.00	29.12	151.86	4,179.00	27.52	(5.49%)
Limpley Stoke Parish Council	303.28	22,025.00	72.62	305.58	22,634.00	74.07	2.00%
Little Bedwyn Parish Council	128.58	3,095.00	24.07	128.16	3,095.00	24.15	0.33%
Little Cheverell Parish Council	81.70	2,450.00	29.99	84.29	2,550.00	30.25	0.87%
Little Somerford Parish Council	186.24	10,000.00	53.69	185.75	10,500.00	56.53	5.29%
Longbridge Deverill Parish Council	398.78	7,800.00	19.56	409.93	7,800.00	19.03	(2.71%)
Luckington Parish Council	303.75	9,720.00	32.00	301.52	10,010.00	33.20	3.75%
Ludgershall Town Council	1,694.56	223,724.00	132.02	1,716.37	230,173.00	134.10	1.58%
Lydiard Millicent Parish Council	777.44	55,540.31	71.44	774.24	55,865.00	72.15	0.99%
Lydiard Tregoze Parish Council	218.77	8,500.00	38.85	223.31	11,000.00	49.26	26.80%
Lyneham & Bradenstoke Parish Council	1,512.80	52,704.00	34.84	1,522.12	52,704.00	34.63	(0.60%)
Maiden Bradley Parish Council	136.16	24,234.36	177.98	132.70	26,267.42	197.95	11.22%
Malmesbury Town Council	2,169.06	466,000.85	214.84	2,175.37	476,710.58	219.14	2.00%
Manningford Parish Council	188.98	6,700.00	35.45	186.10	7,500.00	40.30	13.68%
Marden Parish Council	55.02	1,880.00	34.17	55.91	2,000.00	35.77	4.68%
Market Lavington Parish Council	764.91	65,230.00	85.28	764.72	66,523.00	86.99	2.01%
Marlborough Town Council	3,476.60	744,373.00	214.11	3,521.54	790,937.00	224.60	4.90%
Marston Meysey Parish Council	108.79	4,806.00	44.18	109.65	4,806.00	43.83	(0.79%)
Marston Parish Council	77.87	2,420.00	31.08	79.46	2,662.00	33.50	7.79%
Melksham Town Council	5,599.26	918,750.00	164.08	5,717.10	966,204.00	169.00	3.00%
Melksham Without Parish Council	2,654.78	217,977.05	82.11	2,782.41	235,689.05	84.71	3.17%
Mere Parish Council	1,208.76	164,984.48	136.49	1,237.01	172,789.00	139.68	2.34%

Wiltshire Council - Town & Parish Precepts 2022/23

Parish/Town Council	2021/22			2022/23			C Tax Increase/ (Decrease
	Tax Base	Precept (£)	Council Tax Band D (£)	Tax Base	Precept (£)	Council Tax Band D (£)	
Mildenhall Parish Council	214.43	20,000.00	93.27	221.06	20,000.00	90.47	(3.00%)
Milston Parish Council	58.77	950.00	16.16	58.89	950.00	16.13	(0.19%)
Milton Lilbourne Parish Council	269.17	13,620.00	50.60	269.75	15,000.00	55.61	9.90%
Minety Parish Council	694.94	17,964.00	25.85	698.41	18,053.90	25.85	0.00%
Monkton Farleigh Parish Council	182.24	7,500.00	41.15	184.12	8,500.00	46.17	12.20%
Netheravon Parish Council	381.44	26,930.00	70.60	376.81	23,646.00	62.75	(11.12%)
Netherhampton Parish Council	64.92	2,970.00	45.75	63.94	2,970.00	46.45	1.53%
Nettleton Parish Council	353.72	6,000.00	16.96	357.42	6,300.00	17.63	3.95%
Newton Toney Parish Council	171.08	15,430.00	90.19	168.45	15,900.00	94.39	4.66%
North Bradley Parish Council	670.60	15,188.00	22.65	670.06	13,694.00	20.44	(9.76%)
North Newnton Parish Council	199.61	15,000.00	75.15	206.19	15,000.00	72.75	(3.19%)
North Wraxall Parish Council	215.70	9,320.00	43.21	217.60	12,304.00	56.54	30.85%
Norton & Foxley Parish Meeting	66.33	0.00	0.00	66.23	0.00	0.00	0.00%
Norton Bavant Parish Council	58.35	0.00	0.00	57.85	0.00	0.00	0.00%
Oaksey Parish Council	252.73	19,250.00	76.17	268.01	19,250.00	71.83	(5.70%)
Odstock Parish Council	249.81	16,200.00	64.85	251.50	17,000.00	67.59	4.23%
Ogbourne St Andrew Parish Council	197.58	3,951.60	20.00	198.21	4,149.68	20.94	4.70%
Ogbourne St George Parish Council	234.99	13,418.00	57.10	236.29	13,418.00	56.79	(0.54%)
Orcheston Parish Council	107.29	2,200.00	20.51	105.61	2,280.00	21.59	5.27%
Patney Parish Council	68.46	1,000.00	14.61	69.33	1,500.00	21.64	48.12%
Pewsey Parish Council	1,550.19	140,043.00	90.34	1,580.56	142,755.00	90.32	(0.02%)
Pitton & Farley Parish Council	370.26	12,744.00	34.42	373.46	18,528.00	49.61	44.13%
Potterne Parish Council	591.89	25,824.00	43.63	593.06	25,824.00	43.54	(0.21%)
Poulshot Parish Council	154.88	12,475.00	80.55	159.16	13,450.00	84.51	4.92%
Preshute Parish Council	84.56	4,015.00	47.48	84.20	4,117.38	48.90	2.99%
Purton Parish Council	2,468.56	320,419.09	129.80	2,496.33	339,575.77	136.03	4.80%
Quidhampton Parish Council	155.78	11,500.00	73.82	154.90	11,500.00	74.24	0.57%
Ramsbury Parish Council	932.99	55,220.00	59.19	944.15	69,936.00	74.07	25.14%
Redlynch Parish Council	1,189.42	46,200.00	38.84	1,199.29	46,580.42	38.84	0.00%
Rowde Parish Council	489.34	37,644.93	76.93	497.34	39,026.27	78.47	2.00%
Royal Wootton Bassett Town Council	4,697.36	994,067.00	211.62	4,713.35	1,021,005.00	216.62	2.36%
Rushall Parish Council	73.33	6,962.20	94.94	72.95	7,369.00	101.01	6.39%
Salisbury City Council	14,667.27	3,050,792.00	208.00	15,035.05	3,502,565.00	232.96	12.00%
Savernake Parish Council	136.82	1,300.00	9.50	137.98	1,300.00	9.42	(0.84%)
Seagry Parish Council	168.77	19,000.00	112.58	172.21	19,400.00	112.65	0.06%
Sedgehill & Semley Parish Council	291.80	12,500.00	42.84	297.05	13,500.00	45.45	6.09%
Seend Parish Council	527.58	20,381.00	38.63	526.25	20,406.00	38.78	0.39%
Semington Parish Council	379.53	13,500.00	35.57	385.10	13,500.00	35.06	(1.43%)
Shalbourne Parish Council	316.15	9,000.00	28.47	327.52	10,000.00	30.53	7.24%
Sherrington Parish Council	36.21	0.00	0.00	36.31	0.00	0.00	0.00%
Sherston Parish Council	720.60	48,347.00	67.09	725.56	72,739.00	100.25	49.43%
Shrewton Parish Council	768.65	10,000.00	13.01	771.41	25,000.00	32.41	149.12%
Sopworth Parish Council	68.01	500.00	7.35	70.41	500.00	7.10	(3.40%)
South Newton Parish Council	231.85	7,182.71	30.98	232.93	8,299.30	35.63	15.01%
South Wraxall Parish Council	226.32	4,200.00	18.56	229.47	4,200.00	18.30	(1.40%)
Southwick Parish Council	755.23	22,012.00	29.15	759.19	22,055.00	29.05	(0.34%)
St Paul Without	1,020.31	17,825.00	17.47	1,042.02	17,825.00	17.11	(2.06%)
Stanton St Bernard Parish Council	82.41	3,700.00	44.90	83.79	3,700.00	44.16	(1.65%)
Stanton St Quintin Parish Council	269.86	8,000.00	29.65	272.61	7,000.00	25.68	(13.39%)
Stapleford Parish Council	141.37	6,000.00	42.44	137.44	6,500.00	47.29	11.43%

Wiltshire Council - Town & Parish Precepts 2022/23

Parish/Town Council	2021/22			2022/23			C Tax Increase/ (Decrease)
	Tax Base	Precept (£)	Council Tax Band D (£)	Tax Base	Precept (£)	Council Tax Band D (£)	
Staverton Parish Council	680.06	25,645.00	37.71	679.41	26,388.28	38.84	3.00%
Steeple Ashton Parish Council	439.62	24,351.00	55.39	440.71	25,631.00	58.16	5.00%
Steeple Langford Parish Council	243.36	5,500.00	22.60	244.72	5,200.00	21.25	(5.97%)
Stert Parish Council	90.72	1,500.00	16.53	89.78	1,800.00	20.05	21.29%
Stockton Parish Council	84.89	600.00	7.07	87.52	600.00	6.86	(2.97%)
Stourton Parish Council	99.14	3,295.14	33.24	99.77	3,640.14	36.49	9.78%
Stratford Tony Parish Council	32.56	0.00	0.00	32.03	0.00	0.00	0.00%
Sutton Benger Parish Council	546.89	13,895.65	25.41	556.88	14,340.91	25.75	1.34%
Sutton Mandeville Parish Council	138.29	1,750.00	12.65	140.43	2,475.00	17.62	39.29%
Sutton Veny Parish Council	314.54	15,000.00	47.69	320.68	15,121.00	47.15	(1.13%)
Swallowcliffe Parish Council	104.33	4,318.00	41.39	107.42	4,439.00	41.32	(0.17%)
Teffont Parish Council	157.64	8,261.91	52.41	160.62	8,838.92	55.03	5.00%
Tidcombe & Fosbury Parish Council	57.16	0.00	0.00	56.94	0.00	0.00	0.00%
Tidworth Town Council	2,795.60	475,252.00	170.00	2,818.39	496,528.00	176.17	3.63%
Tilshead Parish Council	134.73	7,425.00	55.11	134.09	7,625.00	56.86	3.18%
Tisbury Parish Council	954.99	106,938.00	111.98	949.38	121,640.00	128.13	14.42%
Tockenham Parish Council	119.37	7,000.00	58.64	121.29	10,000.00	82.45	40.60%
Tollard Royal Parish Council	65.82	4,865.41	73.92	65.89	4,870.59	73.92	0.00%
Trowbridge Town Council	11,592.82	1,941,306.00	167.46	11,743.08	2,349,843.00	200.10	19.49%
Upavon Parish Council	486.21	31,000.00	63.76	496.75	31,000.00	62.41	(2.12%)
Upper Deverills Parish Council	175.98	5,000.00	28.41	177.73	8,000.00	45.01	58.43%
Upton Lovell Parish Council	88.81	3,080.00	34.68	90.31	3,132.00	34.68	0.00%
Upton Scudamore Parish Council	141.49	3,608.00	25.50	138.31	4,500.00	32.54	27.61%
Urchfont Parish Council	552.46	52,103.50	94.31	551.39	53,562.02	97.14	3.00%
Warminster Town Council	6,130.10	1,275,599.00	208.09	6,198.97	1,319,292.00	212.82	2.27%
West Ashton Parish Council	226.34	7,650.00	33.80	229.34	8,061.30	35.15	3.99%
West Dean Parish Council	106.19	17,500.00	164.80	106.98	17,500.00	163.58	(0.74%)
West Knoyle Parish Council	64.38	4,300.00	66.79	68.32	4,700.00	68.79	2.99%
West Lavington Parish Council	471.04	31,889.00	67.70	471.16	31,889.00	67.68	(0.03%)
West Tisbury Parish Council	281.18	11,000.00	39.12	284.29	13,000.00	45.73	16.90%
Westbury Town Council	5,153.41	918,313.00	178.20	5,342.08	1,209,722.00	226.45	27.08%
Westwood Parish Council	478.02	40,000.00	83.68	483.41	40,000.00	82.75	(1.11%)
Whiteparish Parish Council	713.16	50,277.78	70.50	716.54	50,516.07	70.50	0.00%
Wilcot & Huish Parish Council	277.05	9,000.00	32.49	277.57	9,200.00	33.14	2.00%
Wilsford-cum-Lake Parish Council	60.90	500.00	8.21	63.49	500.00	7.88	0.00%
Wilton Town Council	1,579.36	243,187.00	153.98	1,572.80	248,051.00	157.71	2.42%
Wingfield Parish Council	156.64	16,300.00	104.06	161.07	17,000.00	105.54	1.42%
Winsley Parish Council	933.04	28,000.00	30.01	929.69	28,000.00	30.12	0.37%
Winterbourne Parish Council	567.33	26,320.00	46.39	569.33	28,000.00	49.18	6.01%
Winterbourne Stoke Parish Council	84.97	9,090.00	106.98	83.09	9,090.00	109.40	2.26%
Winterslow Parish Council	916.64	67,666.00	73.82	939.91	71,461.36	76.03	2.99%
Woodborough Parish Council	150.80	8,000.00	53.05	149.35	8,500.00	56.91	7.28%
Woodford Parish Council	242.12	7,281.53	30.07	238.35	7,525.00	31.57	4.99%
Wootton Rivers Parish Council	126.88	3,313.00	26.11	128.15	3,547.19	27.68	6.01%
Worton Parish Council	260.60	10,087.00	38.71	260.87	10,140.00	38.87	0.41%
Wylye Parish Council	212.84	8,000.00	37.59	214.68	8,000.00	37.26	(0.88%)
Yatton Keynell Parish Council	372.67	14,475.00	38.84	371.56	14,862.00	40.00	2.99%
Zeals Parish Council	274.93	5,041.00	18.34	280.77	5,061.00	18.03	(1.69%)
TOTAL / AVERAGE	**187,517.35**	**24,623,771.57**	**131.31**	**189,964.37**	**26,857,582.57**	**141.38**	**7.67%**

Wiltshire Council

Council

15 February 2022

Pay Policy Statement 2022/2023

Summary

Under section 38 of the Localism Act 2011 every local authority was required to prepare and publish a pay policy statement for the financial year 2012/13 and this must be updated in each subsequent financial year.

The statement has been updated for 2022/23 with minor revisions.

Workforce numbers such as total number of council employees have been updated where applicable.

Proposal

That Council approve the updated pay policy statement set out in Appendix 1.

Reason for Proposal

The proposals set out in the report and pay policy statement reflect the council's commitment to openness and transparency and meets the requirements of the Localism Act 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency 2015.

Joanne Pitt
Director – HR&OD and Transformation

Wiltshire Council

Council

15 February 2022

<p style="text-align:center;">Pay Policy Statement 2022/2023</p>

Purpose of Report

1. This report presents the updated pay policy statement for 2022/23 which applies to all non-schools' employees of Wiltshire Council, except for centrally employed teachers who are covered by the teachers' pay policy.

Background

2. Under section 38 of the Localism Act 2011 every local authority is required to update their pay policy statement each financial year.

3. Wiltshire Council published its first pay policy statement in February 2012 and has continued to publish them annually since then. The council is required to publish an updated policy by 1 April 2022.

4. The legislation requires that approval of the pay policy statement is sought from Full Council.

Main Considerations for the Council

5. The pay policy statement has been updated to include:

    a. a revised introduction referencing the council's new ten-year business plan which will be published in 2022 and continuation of the council's response to the Covid-19 pandemic.

    b. an amendment to para 9 showing an increase in the number of Hay grades from 9 to 10. In March 2021, an additional Assistant Director grade was introduced to recognise the wider range and complexity of services managed compared with the head of service level but still focusing on short and medium-term service design and delivery, with long-term policy direction sitting at the Director level above.

    c. an addition to para 33 to clarify that salary protection for a period of 12 months will apply where employees in exceptional circumstances are redeployed to a role more than one grade lower than their current role.

    d. an addition to para 35 to state that the NJC pay award for April 2021 is still subject to agreement.

    e. minor amendments to paras 38 and 40 to clarify that conduct as well as performance is taken into consideration with incremental progression.

f. an amendment at para 61 to clarify that overtime must be agreed in advance with the line manager and be based on business critical need.

6. Unsocial hours, overtime, and standby and callout allowances are currently subject to negotiation with Trade Unions on changes to these allowances to ensure that they support new ways of working and service delivery. Once agreement on these changes has been reached, the pay policy statement will be updated to reflect the changes.

7. The current ratio of highest to lowest paid employees is well within the guidelines and is 10.1:1.

8. The Code of Data Transparency 2015 requires the ratio of median salary to the highest paid employee to be published for every local authority. This is currently 6.7:1 which compares favourably with other councils in the South West.

9. At its meeting on 5 January 2022 Staffing Policy Committee approved the pay policy statement and recommended it be put forward for approval by Full Council.

Equalities Impact of the Proposal

10. The pay policy statement was equality impact assessed on 1 February 2012 and no negative impacts were identified. No significant changes have been made requiring a further assessment for 2022/23.

Risk Assessment

11. The council is required to publish their pay policy statement in order to comply with the requirements of the Localism Act 2011.

12. The pay policy statement clearly outlines that the employment terms and allowances for senior staff are not more beneficial than those of the lowest paid staff.

Financial Implications

13. The employment policies referred to within the pay policy statement (appendix 1) are already in existence and therefore there is no additional cost.

Legal Implications

14. Legal services, upon reviewing the overriding legislation, confirm that there are no legal implications arising from the proposed pay policy statement.

Conclusions

15. The council is required to update their pay policy statement in order to comply with the requirements of the Localism Act 2011.

16. Full Council is recommended to approve the pay policy statement for 2022/23.

Joanne Pitt
Director – HR&OD and Transformation

Report Author: Laura Fisher, HR consultant – Pay and Reward
Date of report: 7 February 2022

Appendices

Appendix 1 – Pay Policy Statement (2022/23 update)

Wiltshire Council Human Resources

Pay Policy Statement

This policy can be made available in other languages and formats such as large print and audio on request.

What is it?

The pay policy statement sets out the council's approach to pay and reward for senior managers and the lowest paid employees for the financial year 2022-23.

Its purpose is to provide a clear and transparent policy, which demonstrates accountability and value for money. The policy also meets the council's obligations under the Localism Act 2011 and the Code of Recommended Practice for Local Authorities on Data Transparency.

The pay policy is applicable to council staff and does not include schools support staff or teachers.

The pay policy statement sets out the authority's policies for council staff for the financial year relating to:

- the remuneration of chief officers
- the remuneration of the lowest-paid employees
- the relationship between the remuneration of chief officers and employees who are not chief officers.

Remuneration for the purposes of this statement includes the following elements:

- basic salary
- any other allowances arising from employment

The term "chief officer" in this instance applies to more posts than the usual council definition, and includes the following senior manager roles:

Chief Executive
Corporate Director
Director
Assistant Director
Head of Service
Some strategic and technical specialist roles

The term "lowest paid employees" refers to those employees on the lowest pay point of our grading system, which is currently spinal column point 1, £17,842 per annum.

Go straight to the section:

Introduction

Wiltshire Council is a large and complex organisation providing a wide range of services to the community, with a current annual net budget of around £417m (2022/23).

In order to deliver these services around 4868 people work for the council (non-schools) on permanent and variable hours contracts in a variety of diverse roles such as corporate director, social worker, public protection officer and general cleaner.

The council's ten year business plan will be published in 2022. At the heart of the business plan the vision continues to be to create stronger communities, and the plan sets out the key actions that will be taken to deliver this. The ten year plan will work to four main priorities under the banner of improving lives through stronger communities. The four key priorities of the business plan are empowered people, resilient society, thriving economy and sustainable environment. Also reflected in the plan, will be the significant challenges that the council will face over the coming years and the changes to the way the council will have to operate to manage these. .

The coming year will continue to be challenging as the council continues with the response to the Covid-19 pandemic and continues to transform to meet changing demands. An internal organisational recovery programme is focused on our workforce, our workplaces and the way that we work. The aim of this programme is to ensure that we learn from our response and recover to emerge leaner and stronger. Our vision is to have confident and skilled people working flexibly and utilising the tools available so that we are a resilient, efficient and inclusive organisation.

The apprenticeship levy has been in place since April 2017 and the council has been paying a levy of 0.5% of the pay bill monthly into a digital apprenticeship account which is used to fund the cost of training for apprenticeships. As well as focusing on recruiting new apprentices, the council has also used the levy to fund upskilling current employees.

To date 51 new apprentices have been recruited, 18 of these have now completed and all stayed at the council and moved into their target posts. 255 employees have started an apprenticeship through upskilling of which 68 have now completed.

Who does it apply to?

This pay policy statement applies to all non-schools' employees of Wiltshire Council with the exception of Centrally Employed Teachers, who are covered by the Teacher's Pay Policy.

When does it apply?

This pay policy statement was first published in February 2012 and is updated on an annual basis. It has now been updated for the financial year 2022/23.

What are the main points?

1. This pay policy statement sets out the pay policies which apply to both the lowest paid and highest paid employees within the council.

2. In many cases the pay policies are the same for all employees. Where there are differences, these have been clearly outlined below.

The level and elements of remuneration for employees

3. In line with good employment practice the majority of jobs within the council have been evaluated using a job evaluation scheme. This is to ensure that jobs are graded fairly and equitably, and that the council complies with the Equal Pay Act.

4. A small number of jobs i.e. centrally employed teachers and Soulbury staff are subject to national salary scales which determine the pay for each job, and therefore the evaluation schemes do not apply.

5. The council uses two job evaluation schemes in order to rank jobs.

HAY job evaluation scheme:

6. The HAY job evaluation scheme is used to evaluate senior manager jobs within the council (currently 127 employees), which include the following roles:

   - Chief Executive
   - Corporate Director
   - Director

- Assistant Director
- Head of Service
- Strategic and technical specialists

7. Each job is assessed by a panel of HAY trained evaluators. The evaluators consider the job against each HAY element and sub-element and apply the description and points that best fit the job being evaluated. The values awarded are subsequently added together to give a total job score.

8. The HAY Group periodically carry out quality control checks to ensure the consistency of job scores in line with the conventions of the scheme.

9. The job score determines the grade for the job. There are 10 HAY grades each currently containing a salary range over 3 spinal column points.

10. Details of the HAY evaluation scheme, the points to grades and salary bands are published on HR Direct.

11. The council's policy is to pay the median market rate for the jobs evaluated using the HAY job evaluation scheme, and aims to ensure that the pay scales for HAY graded posts are sensitive to labour market pressures. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market pay scale may be applied.

12. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector and increases are capped in line with the NJC pay award unless market pay data identifies a significant drift or where difficulties are identified with recruitment and retention of staff at this level (this is in line with the market supplements policy).

Greater London Provincial Council job evaluation (GLPC) scheme:

13. The GLPC job evaluation scheme is used to evaluate the majority of jobs within the council.

14. Each job is assessed by a panel of three trained GLPC evaluators. The evaluators consider each job against a suite of agreed role profiles that set out the level of work required of the grade within the relevant job family.

15. The council aims to ensure that the GLPC scheme is appropriately applied and that there is continuity and consistency in the results. The evaluation process has been checked externally by job evaluation specialists in the South West Councils organisation.

16. There are eight job families each containing a set of evaluated role profiles stating the requirements at each grade.

17. For jobs evaluated using the GLPC job evaluation scheme the national pay spine determined by the National Joint Council (NJC) for Local Government Services

forms the basis of the council's pay and grading model, and changes to the national pay spine are subject to annual pay negotiations.

18. In April 2019 a new nationally agreed pay spine was implemented and staff were mapped across to a new pay spine in a new pay and grading model, implemented following collective agreement with the recognised trade unions.

19. The new pay and grading model contains 14 grades, with all grades containing three increments except for the lowest grade which has two increments.

Remuneration on recruitment

20. The same recruitment policies apply to all employees who take up a new appointment with the council, regardless of grade.

21. The council advertises all posts through the careers website and may also employ a recruitment agency to provide a shortlist of candidates for senior manager jobs.

22. Candidates are normally appointed on the minimum salary of the grade for the post.

23. If a candidate is currently being paid above the minimum salary of the post they are applying for, the appointment may in some circumstances be on the next increment point above their current salary, subject to the maximum salary of the grade.

24. The recruitment procedure for Chief Executive, Corporate Director and Director posts is undertaken by the Officer Appointments Committee. This committee represents council for all Chief Executive and Director appointments. Once an appointment is proposed by the committee, Cabinet is required to ratify the decision and salary level within the band before the appointment is confirmed.

25. In line with the requirements of the Localism Act 2011, all chief and senior officer jobs, including those paid over £100,000 per year, are evaluated using the HAY job evaluation scheme. The job is then allocated the appropriate existing HAY grade and pay band, and a salary offer will only be made within that pay band. There can be exceptions to this where the market pay for particular roles indicates that pay above the median may be required, in which case a market pay scale may be applied.

26. Where it is necessary for any newly appointed employee to relocate more than 15 miles in order to take up an appointment the council may contribute towards relocation expenses where the post meets the criteria outlined in the scheme.

Market supplements

27. The council has a market supplement policy which stipulates that if there are recruitment and retention difficulties for a particular post, and it is shown that the

council are paying below the market rate for the job, a market supplement or market pay scale may be applied.

28. Market supplements/market pay scales are only payable to a small number of jobs which are evaluated using the GLPC or HAY schemes.

29. Where skills shortages exist in specific areas, or where despite paying at the median market rate for the role the pay rate for the role is still not sufficient to recruit and retain the skills required, a rate higher than the market median may be paid. This could be an additional increment, a percentage market supplement, or a market pay scale and requires the authorisation of the Director, HR&OD in conjunction with the Chief Executive.

30. The level of market supplement applied to GLPC posts is determined by analysing market data from independent external sources.

31. The data used for assessing market pay scales for HAY graded posts is the HAY pay databank for the public and not for profit sector. The HAY databank provides the market median, upper quartile and upper decile pay range for each HAY pay grade.

Salary protection

32. As a result of service redesign, employees may be redeployed to a role which is one grade lower than their current role. In this case, the employee will be in receipt of salary protection for a period of 12 months. Incremental progression and any negotiated pay award will not be applicable during the period of salary protection. Redeployment (and salary protection) is subject to the following criteria:

- transferable skills,
- knowledge of work / experience
- agreement to undertake relevant training, which may include formal qualification
- match behaviours framework and skills profile
- working hours
- location

33. In exceptional circumstances, where there is a national shortage of skills and experience in a particular role, employees may be redeployed to a role more than one grade lower than their current role. This would be authorised by the Director HR&OD. In this case, the employee will be in receipt of salary protection for a period of 12 months and incremental progression and any negotiated pay award will not be applicable during the period of salary protection.

Increases and additions to remuneration

34. The council's policy is to apply the nationally negotiated NJC pay award for GLPC graded employees which takes effect from 1st April each year and which applies to the national pay spine.

35. NJC employees received a pay award of 2.75% in April 2020, applied across all pay points. The NJC pay award for April 2021 is still subject to agreement between the national employers and trade unions. Once agreement is reached, any pay increase will be backdated accordingly.

36. For GLPC graded employees, increments are awarded automatically up to the maximum of the grade unless formal proceedings are taking place such as under the Improving Work Performance Policy. Increments are paid on the 1st April each year, or six months after the start date (if the starting date is between October and April). There is no provision for the payment of an increment at any other time, unless there are recruitment or retention difficulties.

37. The council's policy for HAY graded employees is to cap any pay award in line with the NJC pay award unless market pay data identifies a significant drift and difficulties are identified with recruitment and retention of staff at this level.

38. For HAY graded employees, incremental progression through the grade is based on satisfactory performance and conduct measured over a 12 month period. Increments are paid on 1st April each year subject to satisfactory performance, and a minimum of 6 months in post at that time. There is no provision for the payment of an increment at any other time unless there are recruitment or retention difficulties.

39. The council also employs a small number of specialist employees covered by either Teachers or Soulbury salary scales which are also negotiated nationally.

The use of performance-related pay

40. It is the council's policy that HAY graded employees are subject to a performance appraisal each year. If the performance and conduct are measured as satisfactory, an increment may be awarded. If the performance and conduct do not meet the required standard an increment may be withheld.

41. For GLPC graded employees, increments are awarded automatically to the maximum of the grade unless formal proceedings are taking place such as under the Improving Work Performance Policy.

The use of bonuses

42. The council does not offer a bonus or honorarium scheme to any employee.

The approach to the payment of employees on their ceasing to be employed by the authority

43. Employees who leave the council's employment are entitled to payment of their contractual notice, along with any outstanding holiday pay.

44. All employees, including chief and senior officers, are subject to the same redundancy payments policy which has been agreed by Staffing Policy Committee.

45. There is no discretion to make redundancy payments which do not comply with the policy.

46. If employees choose to volunteer and are accepted for redundancy, they are entitled to a payment calculated as follows:

   Statutory weeks x normal weekly pay x 2.5, capped at 40 weeks, with a minimum payment of £3000 (pro rata for part time staff).

47. If employees choose not to volunteer for redundancy, and cannot be redeployed, they will leave on compulsory grounds. The payment is calculated as follows:

   Statutory weeks x weekly salary (capped at £525), with a cap of 30 weeks pay or 20 years service. There is a minimum payment of £1500 (pro rata for part time staff).

48. If employees are aged 55 or over, and have been a member of the pension scheme for at least 2 years, they are able to receive their pension and lump sum early if their employment is terminated on grounds of redundancy.

49. No augmentation to pension will apply for any employee.

50. If employees are dismissed on redundancy grounds, and receive a voluntary (enhanced) redundancy payment, they may be considered for re-employment to posts within Wiltshire Council after the minimum statutory period of four weeks has elapsed subject to meeting all of the following conditions:

   - The post did not exist or was not foreseeable at the time of the dismissal.
   - The vacancy has been advertised in accordance with Wiltshire Council policy and procedures.
   - The appointment was made on the basis of the best person for the job with regard to the usual selection procedures.
   - The appointment has corporate director approval.

51. These conditions apply for twelve months from the date of the dismissal, after which the employee may be considered for re-employment to any post within Wiltshire Council.

52. Under the Council's Constitution, the dismissal of chief and senior officers is delegated to the Senior Officers' Employment Sub-Committee which determines severance packages in accordance with the Council's policies. The Sub-Committee may, however, refer the matter to full Council for final determination in exceptional circumstances.

The pension scheme

53. All employees are entitled to join the Local Government Pension Scheme (LGPS).

54. The LGPS changed in 2014 and the benefits structure has moved from a Final Salary basis to a Career Average Revaluation Earnings (CARE) approach for benefits accruing after this date. Employee contribution bandings have also changed and the new regulations have introduced 9 bandings with rates varying between 5.5 – 12.5% according to the employee's salary, with the employer contributions varying on a triennial basis.

55. The benefits of the scheme for all members include:

- A tiered ill health retirement package if employees have to leave work at any age due to permanent ill health. This could give employees benefits, paid straight away, and which could be increased if they are unlikely to be capable of gainful employment within 3 years of leaving.
- Early payment of benefits if employees are made redundant or retired on business efficiency grounds at age 55 or over.
- The right to voluntarily retire from age 55 (on an actuarially reduced pension)
- Flexible retirement from age 55 if employees reduce their hours, or move to a less senior position. Provided the employer agrees, employees can draw all of their benefits – helping them ease into their retirement.

56. Further information about the pension scheme can be found on the pensions website.

Any other allowances arising from employment

Payment for acting up or additional duties

57. This policy applies only to all employees who, on a temporary basis:

- act up – carrying out the full responsibilities and duties of a higher graded post either for some or all of their working hours; or
- carry out some, but not all, duties or responsibilities of a higher graded post for some or all of their working hours; or
- take on additional duties within their role.

58. The policy allows for employees to receive the salary difference between the lower and higher graded job, calculated on a percentage basis if the additional duties are taken on for only part of the working week.

Unsocial hours allowances

59. The council provides an additional allowance, expressed as a percentage of the basic rate, for regularly working late evenings / early mornings / nights / Sundays. These payments are graduated according to the degree of unsocial hours

working and range from 10% to 33% in addition to normal hourly rate.

60. Unsocial hours allowances are only payable for GLPC graded jobs, and are not available for senior managers.

Overtime allowances

61. The council has an overtime policy where all employees are entitled to receive additional payment for hours worked in excess of 37 hours. Overtime must be agreed in advance with the line manager and be based on business critical need. GLPC graded employees are able to claim overtime hours at their normal hourly rate x1.5 for hours worked on a Monday to Saturday, and x 2 for working a Sunday. HAY graded staff are only able to claim overtime in exceptional circumstances where there is an emergency situation and payment is based on the current highest spinal point of the NJC pay scale.

Standby and callout allowances

62. The council has a standby and callout policy where all employees receive an allowance should they be on standby out of normal office hours. If employees are called out whilst on standby additional hours or overtime will be paid in accordance with the overtime policy.

Sleeping in allowance

63. The council pays a sleep-in allowance to employees required to sleep in on the premises. This includes up to 30 minutes call out per night, after which the additional hours provisions will apply.   The sleep-in allowance payable is currently £37.07, and increases in line with the NJC pay award.

Local election duties – Acting Returning Officer

64. The role of Acting Returning Officer is carried out by the Chief Executive. Fees are paid in line with the relevant legislation and guidance.

Governance arrangements

65. The council's policy is to apply the nationally negotiated NJC pay award to the pay scales for jobs evaluated using the GLPC job evaluation scheme.

66. There are no national pay scales for senior roles so pay is a matter for local determination. Pay scales for HAY grades are determined using the HAY pay databank for the public and not for profit sector.

67. The council also relies on national negotiation for some key provisions of employment such as the sickness and maternity schemes.

68. The council negotiates locally on some other conditions of employment, such as pay and grading, travel expenses, overtime payments and unsocial hours allowances.

69. For these local conditions of employment, the council consults and negotiates with the relevant trade unions, in order to reach agreement. These conditions and allowances are then referred to Staffing Policy Committee for agreement.

70. The role of Staffing Policy Committee is to determine, monitor and review staffing policies and practices to secure the best use and development of the council's staff. This includes the power to deal with all matters relating to staff terms and conditions.

71. The full remit of the council's Staffing Policy Committee is contained within the constitution.

The publication of and access to information relating to remuneration of chief officers

72. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to senior employees via the council's website:

- Senior employee salaries which are £50,000 and above. This is updated on a monthly basis.
- A list of their responsibilities
- An organisational chart of the staff structure for the top three tiers of the local authority, to include each individual's job title, contact details, grade, salary in a £5,000 bracket, grade maximum and whether each individual is a permanent or temporary employee. This is updated on an annual basis or more frequently if a significant restructure takes place

The publication of and access to information relating to trade union facility time

73. In accordance with the Local Government Transparency Code 2015, the council is committed to publishing the following information relating to trade union facility time as a percentage of the Council's total wage bill via the council's website:

- Basic estimate of spending on unions (calculated as the number of full time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary)

- Basic estimate of spending on unions as a percentage of the total pay bill (calculated as the number of full-time equivalent days spent on union duties by authority staff who spent the majority of their time on union duties, multiplied by the average salary divided by the total pay bill).

The relationship between the basic pay remuneration of chief officers and employees who are not chief officers.

74. In terms of overall remuneration, the council's policy is to set different levels of basic pay to reflect the different sizes of jobs, but not to differentiate on other allowances, benefits and payments it makes.

75. The table below shows the relationship between the basic pay of the highest and lowest paid employees in the council, excluding employer and employee pension contributions and non-allowances. The figures include all staff in the council (non-schools) and are based on annual full time equivalent salaries.

	Annual FTE Salary November 2020	Ratio November 2020	Annual FTE Salary November 2021	Ratio November 2021
Highest Paid	£180,388		£180,388	
Lowest paid	£17,842	10.1:1	£17,842	10.1
Mean Salary	£29,936	6.0:1	£29,893	6.0
Median Salary	£27,041	6.7:1	£27,041	6.7

76. The council would not expect the basic pay remuneration of its highest paid employee to exceed 20 times that of the lowest group of employees, excluding apprentices.

77. Apprentice rates of pay vary according to the age and level of apprentice and range from £8,740 to £16,823 per annum. The apprentice rate of pay reflects the requirement for all apprentices to spend 20% of their working week undertaking learning away from the job. Because apprenticeship rates of pay are "spot" salaries and not determined through our job evaluation scheme we include the rates in this statement but not within pay ratio calculations.

78. The current ratio of highest to lowest paid employees is well within the guidelines and is 10.1:1. The ratios for the mean and median salary levels are at 6.0:1 and 6.7:1. These remain the same as last year due to the pending pay award.

Definitions

NJC – National Joint Council
JNC – Joint Negotiating Committee
GLPC – Greater London Provincial Council
SOULBURY staff - Educational improvement professionals. These staff are drawn from different sources, including senior members of the teaching profession. Their role is to advise local authorities and educational institutions on a wide range of professional, organisational, management, curriculum and related children's services issues, with the overall aim of enhancing the quality of education and related services.

Equal Opportunities

79. This policy has been Equality Impact Assessed to identify opportunities to promote equality and mitigate any negative or adverse impacts on particular groups.

Legislation

80. This policy has been reviewed by the legal team to ensure compliance with the legislation below and our statutory duties.

- Local Government Transparency Code 2015
- Equality Act 2010

Further information

81. There are a number of related policies and procedures that you should be aware of including:

- HAY job evaluation policy and procedure
- GLPC job evaluation policy and procedure
- Market supplements policy and procedure
- Moving home policy and procedure
- Redundancy payments policy
- Overtime policy
- Unsocial hours guidance
- Standby and callout policy
- Starting salaries and incremental progression policy and procedure
- Acting up and additional duties policy and procedure
- The Local Government Transparency Code 2015
- Trade Union Recognition Agreement

These policies are available from the HR department at Wiltshire Council on request.

Policy author	HR Strategic Delivery Team
Policy implemented	28 February 2012
Policy last updated	21 December 2021

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Staffing Policy Committee

EXTRACT FROM THE MINUTES OF THE STAFFING POLICY COMMITTEE MEETING HELD ON 5 JANUARY 2022 AT COUNCIL CHAMBER, COUNTY HALL, TROWBRIDGE BA14 8JN.

28   **Pay Policy Statement**

Tamsin Kielb - Head of Strategic HR&OD presented a report which updated the Committee on the pay policy statement for the financial year 2022/2023 and sought the approval by Staffing Policy Committee prior to agreement by Council and publication on the website.

Points made included:

That under chapter 8 of the Localism Act 2011 every local authority must prepare a pay policy statement for the financial year 2012/2013 and each subsequent financial year.

That Wiltshire Council had originally published its pay policy statement in February 2012 and the updated policy was now required to be published on the website by 1st April 2022.

Decision

That the Staffing Policy Committee approved the updated pay policy statement for 2022/2023 to be presented at Full Council for approval on 15th February 2022.

That Staffing Policy Committee delegated authority to the Director HR&OD and Transformation in consultation with the Chairman – Staffing Policy Committee to approve any amendments required to the pay policy statement prior to Full Council as a result of the Trade Union negotiations on changes to unsocial hours, overtime and standby and callout allowances.

If agreement on changes to these policies were not reached prior to Full Council, the changes would be made to the pay policy statement for the following year for April 2023.

The Chairman thanked Tamsin Kielb for her report.

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Wiltshire Council

Full Council

15 February 2022

Subject:	**Business Plan 2022-2032**
Cabinet Member:	**Councillor Richard Clewer, Leader of the Council and Cabinet Member for Finance, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing**

Executive Summary

A set of Business Plan Principles for 2022-2032 were agreed by Cabinet in September. These set out the council's guiding themes and core mission.
A full draft Business Plan, incorporating these and partner feedback, has been agreed by Cabinet and is now for consideration and agreement by Full Council.

Proposal(s)
Council is asked to:

      Agree the draft Business Plan 2022-2032.

Reason for Proposal(s)

The draft Business Plan builds on detailed input from services and wider feedback from partners and scrutiny following agreement of the Business Plan Principles by Cabinet in September 2021.

Full Council is responsible for agreeing Wiltshire Council's Business Plan.

Terence Herbert
Chief Executive

Wiltshire Council

Full Council

15 February 2022

Subject:	**Business Plan Principles 2022-2032**
Cabinet Member:	**Councillor Richard Clewer, Leader of the Council and Cabinet Member for Finance, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing**
Key Decision:	**Key**

Purpose of Report

1. This is a covering report for the council's draft Business Plan for 2022-2032 and follows on from the Principles which were agreed by Cabinet in September 2021. These Principles are in Appendix 1.

2. The draft Business Plan sets the council's overarching strategy for the next ten years and is in Appendix 2. It was agreed by Cabinet in February 2022.

3. Its purpose is to enable the Chief Executive and Corporate Leadership Team to lead and manage the organisation to achieve the priorities and objectives set by Cabinet.

4. Engagement has been undertaken with a range of stakeholders – including Town and Parish Councils, Wiltshire Council's Select and Scrutiny Committees, public sector partners and residents.

5. Upon appointment of a new Youth Council, a workshop will take place in March 2022 and newly-elected youth councillors will be offered an opportunity to share their views with Cabinet and elected members.

6. The feedback, to date, has been very positive on the Business Plan Principles; the draft full Business Plan; the focus on outcomes; on the engaging and considered nature of the draft which makes very clear both the current position of the council and the future approach; and the welcome recognition given to the natural environment.

7. Any future feedback received will be considered by Cabinet for any further iterations and strategic re-alignment.

8. Directors and their staff have contributed by developing draft Service Delivery Plans which are summarised within the plan itself.

9. Proposed performance metrics are included within the draft Business Plan and data that is currently available is in Appendix 3.

10. This data is continually taking shape and will form the foundation of quarterly reviews between Cabinet Members and Directors. Any additional measures will follow and be presented accordingly.

Background

11. The draft Business Plan 2022-2032 is an important document which sets the council's strategic direction and priorities. It outlines the intended annual corporate planning cycle and key performance measures in line with the corporate performance and risk management policy.

12. It continues to build on and extend the vision and achievements from previous business plans – and incorporates the priority areas for Wiltshire following the recent local elections. Also reflected are the significant external challenges that the council will face over the coming years and the way the council's services will have to operate to manage these.

Main Considerations for Cabinet

13. The ten-year plan is working to four main priorities and doing so under the banner of improving lives through stronger communities:

   - **Empowered People** We want every child to have the best start and life and we will help develop the communities and facilities that enable all residents to enjoy good physical and mental health to live active lives. This includes ensuring that they are safe throughout their life.

   - **Resilient Society** We want people in Wiltshire to build positive relationships and live well together, to be able to get involved, influence and act on what matters in their local communities. We want our communities to be able to grow sustainably with access to arts, heritage and culture and have easy access to high quality and affordable housing in beautiful places.

   - **Thriving Economy** We want to continue to grow the skills of our local workforce, nurture the opportunities available to them and for our economy to thrive. We must mitigate the impacts of COVID-19 on our children's education so that they can prosper and as a county we can attract and retain high value businesses and investment. As we continue to move forward, we must ensure everyone can take advantage of a sustainable economy with vibrant, well-connected settlements.

   - **Sustainable Environment** The council has committed to becoming carbon neutral by 2030 and we now must take the lead and support the whole county as it strives for the same. Together, we must take responsibility for the environment and ensure it is well used, cherished, protected, conserved and enhanced.

14. It also sets out:

   - The council's mission to make Wiltshire a place where:

- We get the best start in life
- We stay active
- We are safe
- We live well together
- We are involved and decisions are evidence based
- We have the right housing
- We have the right skills to prosper
- We have vibrant, well connected communities
- We take responsibility for the environment
- We are on the path to carbon neutral
- Our Identity and the organisation we want to be
- Principles for ensuring an efficient, healthy organisation.

15. The Plan will be delivered through an annual corporate planning cycle and the production of Service Delivery Plans within services.

16. The first set of draft Service Delivery Plans informed the development of the draft Business Plan. These ensure more detailed approaches and resource assessments – including financial considerations – for delivering each aspect of the mission and are supported by performance indicators.

17. Service Delivery Plans will be updated annually, signed off by the Chief Executive, and used to inform the annual budget setting agreed by Full Council.

18. Progress reports on finance, risk and performance will be provided quarterly to Cabinet.

19. Cabinet will also sign off on the re-commissioning of services in line with these plans, wherever necessary.

Overview and Scrutiny Engagement

20. In addition to the earlier scrutiny engagement on the Business Plan Principles, a draft of the Business Plan was shared with all Elected Members (including members of scrutiny committees) on 13 January, ahead of the Overview and Scrutiny Management Committee meeting on 25 January.

21. The Chairs of Select Committees have also scheduled informal meetings to discuss the document and provide feedback.

22. Feedback from the scrutiny process has led to some amendments to the document, specifically ensuring sufficient recognition of the council's work on substance misuse.

Safeguarding Implications

23. The principles identify 'We are safe' as part of the council's core mission for Wiltshire.

Public Health Implications

24. The principles identify empowered people and 'We get the best start in life', 'We stay active' and 'We are safe' as part of the council's core mission for Wiltshire.

25. Prevention and early intervention are also highlighted as guiding themes.

Procurement Implications

26. None.

Equalities Impact of the Proposal

27. The principles focus on improving social mobility and tackling inequality as a guiding theme for the council's work.

28. The equality implications of the council's major long-term strategies, programmes and plans have already been approved and were taken into consideration in during development.

29. Equality analysis will be undertaken for new proposals as these emerge.

Environmental and Climate Change Considerations

30. The principles identify 'We take responsibility for the environment' and 'We are carbon neutral' as part of the Council's core mission for Wiltshire.

31. Throughout, it is fully aligned to the council's climate consultation and its strategy.

Financial Implications

32. An update to the Medium-Term Financial Strategy (MTFS) was reported to Cabinet in January.

33. The Business Plan Principles have been used to ensure that the council's resources are aligned to meeting the principles and subsequent delivery objectives and outcomes that come forward.

34. Development of budget proposals has taken place in tandem with development of Service Delivery Plans and the draft Business Plan.

Legal Implications

35. The Policy Framework in the council's constitution makes clear that it is a function of Full Council to approve the final Business Plan.

Workforce Implications

36. The document highlights the work on 'Our Identity' and the healthy and efficient council we wish to be, as well as the requirement for a new People Strategy.

Next Steps

37. If approved, the document will shape further iterations of Service Delivery Plans and the annual budget setting process.

38. Feedback received will be considered by Cabinet for any further iterations and strategic re-alignment of Services and their outcomes.

39. It is intended that the Local Government Association undertake a Corporate Peer Challenge during 2022 as further ratification of the council's ambitions and alignment of resource to ensure delivery.

Terence Herbert, Chief Executive

Report Authors: Martin Nicholls & David Bowater – Executive Office

3 February 2022

Appendices
Appendix 1: Business Plan Principles
Appendix 2: Draft Business Plan 2022-2032
Appendix 3: Draft Corporate Scorecard

Background Papers
The following documents have been relied on in the preparation of this report:
Wiltshire Council Performance and Risk Management Policy

Wiltshire Council

Business Plan Principles
2022 to 2032

Wiltshire Council

Foreword

Wiltshire is a thriving County with a rich and diverse heritage. We are home to half a million people and around half of the population live in towns and villages with fewer than 5,000 residents.

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

As a Council we know our purpose.

We want the people of Wiltshire to be empowered to live full, healthy and enriched lives. We want our communities to be beautiful and exciting places to live. We want our local economy to thrive and be supported by a skilled workforce. We want to lead the way in how Councils and Counties mitigate the climate challenges ahead.

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

As a result, we are continually reviewing and refining our services to deliver better outcomes that empower local people.

In all that we do we must continue to be inclusive and focus on preventing problems from arising, acting quickly when they do. We must strive to improve social mobility to ensure inequalities in our communities can be reduced.

As we deliver on our next business plan, it is vital we focus on the long-term challenges and plan accordingly. We need to be clear about what we want to achieve and we will do so by working closely with our local communities and partners as we cannot achieve anything in isolation.

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

Cllr Richard Clewer, Leader, Wiltshire Council
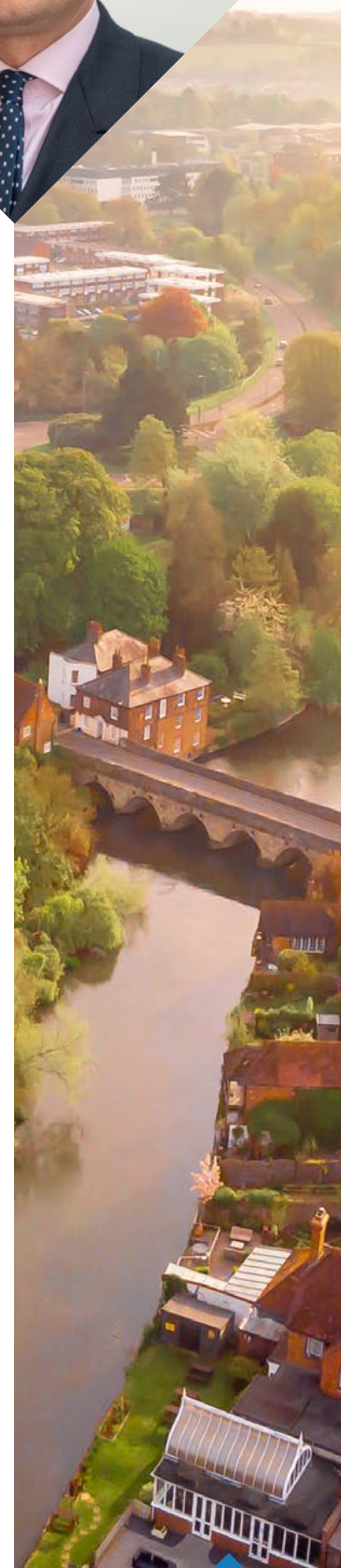
Our mission

Wiltshire is a place where...

- We have the right skills to prosper
- We have vibrant, well-connected communities
- We ensure decisions are evidence-based
- We live well together
- We have the right housing
- We take responsibility for the environment
- We are on the path to carbon neutral (net zero)
- We are safe
- We stay active
- We get the best start in life

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

Our guiding themes

Prevention and early intervention

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

Improving social mobility and tackling inequalities

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

Understanding communities

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

Integration

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

Our mission is to help make Wiltshire a place where:

Empowered People

We get the best start in life – Giving our children the best start in life is a fundamental part of improving their long-term life chances and affords them the best opportunity to live long, full and healthy lives.

We stay active – Keeping socially, physically and mentally active has direct and positive impacts on brain function, weight management, reducing disease and the ability to enjoy life. Improving all these for residents will lead to greater happiness and improved independence.

We are safe – Being safe throughout life and all its facets is a foundation that all should be provided. The Council delivers care services to the County's most vulnerable residents and in doing so accepts responsibility for keeping them safe throughout their lives.

Resilient Society

We live well together – Communities that are cohesive achieve more and are more resilient in the face of shocks and setbacks. A strong community also contributes enormously to a sense of personal wellbeing. It is also one of the known social determinants of health and we want to ensure our communities to be able to grow sustainably with access to leisure, arts, heritage and culture.

We ensure decisions are evidence-based – Communities that get involved and feel they can influence decisions are more engaged and happier. We want to make it easy for everyone to participate and engage in their community and in public services, as well as the decisions that affect their local areas.

We have the right housing - Improving housing supply is critical for ensuring people can live and work locally and play an active part in their community. We want to ensure that residents have easy access to high quality and affordable housing that's close to their family, that's right for them and in beautiful places.
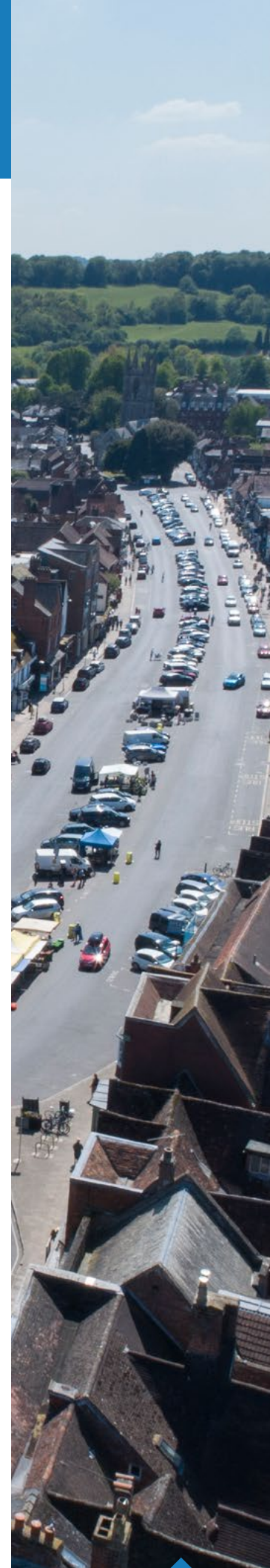
Thriving Economy

We have the right skills to prosper – We need a workforce with the right skills to match their ambitions and provide the skills that our businesses need. We also need to encourage more young people to live and work in Wiltshire. With the right workforce we can continue to attract and retain high value businesses and investment. In all that we do, we will support our market towns to develop and prosper.

We have vibrant, well-connected communities – We want people to be able to get around easily and access good services, including through digital channels. This will help grow the local economy in a sustainable way.

Sustainable Environment

We take responsibility for the environment - Wiltshire's natural beauty, its historic sites, villages, houses and unique habitats and wildlife must be protected and nurtured. They also play a key part in the County's visitor economy and for the wellbeing of the people of Wiltshire. Experiencing the natural environment plays an important role in tackling levels of anxiety, stress and depression.

We are on the path to carbon neutral (net zero) - The Council has acknowledged a climate emergency and committed to becoming carbon neutral as an organisation by 2030. Through its leadership, it must now seek to support the whole of Wiltshire in its ambition for carbon neutrality too. Globally the planet is 1.2 degrees warmer than before the industrial revolution and this is already causing significant climate impacts with more extreme weather having an impact in Wiltshire. Together, we must take responsibility for the environment and ensure it is well used, cherished, protected, conserved and enhanced.

Your council

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

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

Our Identity is clear about the organisation we want to be and for our staff this means that they understand what is expected of them and what they can expect from us.

- We are public servants, innovating and collaborating with partners and residents to build stronger communities.

- We are an evidence-based, high performing organisation, we reward achievement, recognise effort and are unequivocally focussed on making a difference and delivering the best outcomes for our residents.

- We are one Council, which is an inclusive and agile environment where we celebrate each other's successes, recognising that our residents don't live their lives in the compartmentalised way that services historically have run.

This will all be underpinned by the following principles.

Delivering value (Financial, Performance and Risk Management)

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

We have a business-like approach with an up-to-date commercial policy, good returns on our assets and clear business cases for everything we do. Our procurement processes consider the wider social value that can be delivered – for example, carbon reduction, smoking cessation and enabling local and other SMEs to tender for council contracts.

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

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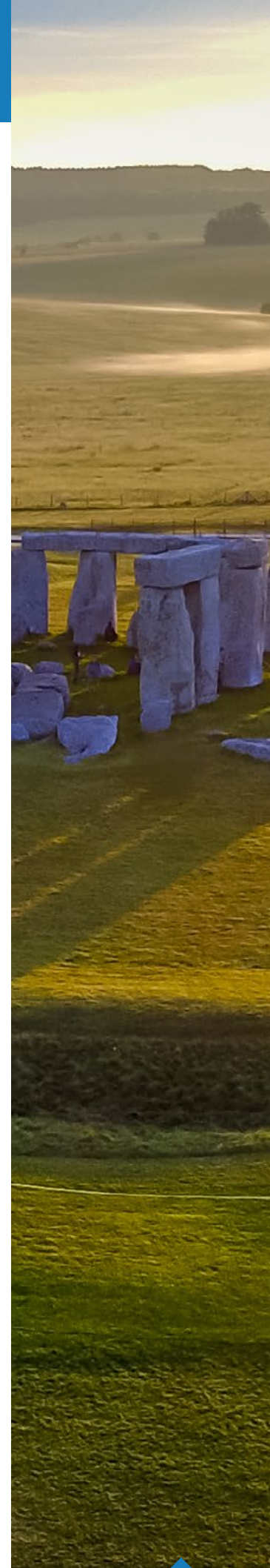
planning cycle which develops more detailed approaches and resource assessments for delivering each of the outcomes. These will be updated annually and used to inform the annual budget setting.

Progress will be monitored using performance measures that are Cabinet-approved and delivered in conjunction with the Council's Business Intelligence function.

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

Skilled, agile and engaged workforce

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

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

We build our own engaged and skilled workforce while attracting, selecting and recruiting the best staff – ensuring there is good ongoing recognition and engagement of staff.

Transformation and Business Change

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

We redesign services through a rigorous programme and project-based approach, with regular checkpoints and benefits analysis.

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

We establish the principles, standards and a framework for our range of projects across the Council and develop and deliver a programme consisting of a balanced, affordable and deliverable portfolio that enables the Council to meet its strategic aims and ambition.

We proactively identify opportunities to advance the Council's strategy and vision through transformation initiatives that will deliver measurable performance and business improvement and culture change, embedding the vision set out in **Our Identity**.
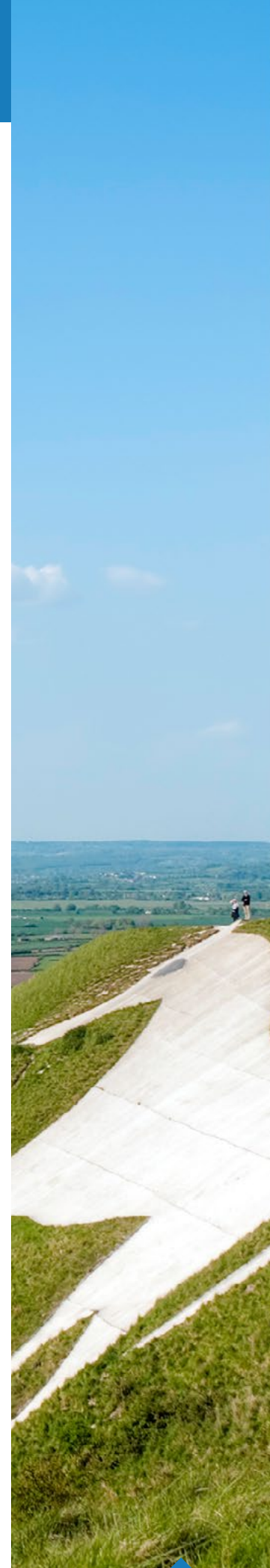
There is clear coordination of transformation activity happening, we will bring services together, ensuring alignment with the business plan and key principles and preventing duplication of effort.

Transformational change is not only delivered successfully, but also embedded in the Council's capabilities and operating models are as efficient and effective as possible, being fit-for-purpose in achieving our strategic aims.

Quality, timely and well-structured information and technology

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

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

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

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

Wiltshire Council
Business Plan Principles 2022-2032

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WILTSHIRE

COUNCIL DRAFT BUSINESS PLAN

2022 to 2032

Wiltshire Council

Foreword

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

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

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

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

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

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

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

We are committed to listening to and speaking for Wiltshire. The council is a modern and democratic organisation that focuses on learning and adapting rapidly, paying continuous attention to our area's changing needs and ensuring we do what is right for the people of Wiltshire. It also continues to prepare for the opportunities and challenges that come with levelling up and devolution.

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

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

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

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

Cllr Richard Clewer,
Leader of the Council

Contents

Photo: Salisbury aerial view

Our mission

Wiltshire is a place where...

- We have vibrant, well-connected communities
- We ensure decisions are evidence-based
- We live well together
- We have the right housing
- We take responsibility for the environment
- We are on the path to carbon neutral (net zero)
- We are safe
- We stay active
- We get the best start in life
- We have the right skills to prosper

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

Our guiding themes

Prevention and early intervention

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

Improving social mobility and tackling inequalities

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

Understanding communities

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

Working together

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

Introduction

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

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

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

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

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

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

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

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

Terence Herbert,
Chief Executive

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Empowered
1. PEOPLE

Photo: Getty Images

We get the best start in life

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

We aim to:

- Ensure every one of our children achieves their optimal physical, emotional and mental health.

- Support the development of speech and language, ensuring that children are ready to learn at 2 years of age and ready for school at 5 years of age.

- Guarantee that there are enough high-quality and accessible pre-school places.

- Find the right specialist support for children with special educational needs.

- Provide additional support to meet the needs of children who are looked after by the council, helping them to achieve their educational potential and creating opportunities for aspirational next steps in education, employment or training.

- Ensure all school pupils, including those who are vulnerable, can access a high-quality education provision and are well prepared for their next stage in life.

- Support schools to implement an effective whole school approach to health and wellbeing.

- Build the opportunity of greater independence for children with additional needs.

- Provide opportunities for young people to be involved in positive activities.

- Work with the health system to ensure the right support and services are available for families locally.

- Improve the overall health of our children.

- Empower a cycle of positive change for young people that inspires engagement, skills development, cultural awareness, educational achievement, wellbeing, physical and mental health.

Over the course of this Business Plan we shall:

Continue to...

- Focus on the first 1001 days of a child's life and the impact they have on a person's future.

- Develop the market in children's services to ensure sufficiency for early years, fostering agencies, children's homes and supported accommodation.

- Provide 'early help' to make sure families will get the right help at the right time from the most appropriate professionals.

- Encourage our educational settings to strive for excellence in provision and achievement, using the best education establishments to help improve others.

- Provide high quality Early Years services from birth to 5 years.

- Run a successful Healthy Schools programme.

- Support schools and education settings to develop their specific knowledge base and practice in meeting the needs of social care experienced children within an education setting.

Implement...

- A system-wide and strengths-based approach to improve maternal, children's and young people's health and wellbeing to reduce health inequalities.

- Recommissioned Children's Community Health Services.

- An Early Years strategy to pull all services together.

- Improved special educational needs and disability transport with a strengths-based approach.

- A multi-agency solution to providing good access to mental health services for children and young people.

- Opportunities for all young people to engage in wider society and the council.

Photo: Getty Images

We stay active

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

We aim to:

- Help the people of Wiltshire to increase their activity levels and improve their health.

- Tackle health inequalities across Wiltshire.

- Give communities access to quality leisure and sports opportunities in buildings and facilities that are safe and well maintained at good value to those communities.

- Allow everyone in Wiltshire to enjoy access to libraries and the chance to help design the range of activities that go on in them.

- Help more residents to prioritise and optimise their health and mental health.

- Maximise independence for individuals with a learning disability and or complex needs.

Over the course of this Business Plan we shall:

Continue to...

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

Implement...

- Alignment of the council's work to public health priorities to empower healthy and safe behaviours. This will include integrating public health outcomes with the priorities of area boards.

- An enabling and empowering model of support that enables people with a learning disability to maximise their independence.

- Programmes of sporting and physical activities aimed at those who face the greatest barriers to participation.

- More sporting and physical activity opportunities in communities by supporting local communities to improve and add to their local facilities.

Photo: The Vale Community Campus - Pewsey

Photo: Getty Images

We are safe

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

We aim to:

- Reduce the risk from health and environmental hazards, including infectious diseases.

- Improve sexual health and uptake of immunisation and screening programmes.

- Reduce preventable winter deaths.

- Help people adopt healthy behaviours with a focus on mental health and substance misuse.

- Give people choice and control, with flexible options of support to meet their care and support needs to ensure they receive the right support at the right time.

- Provide effective and flexible support to young people as they enter adulthood.

- Help protect and sustain a flexible market in care that encourages local business, makes use of volunteers, can respond to changes in demand and manages risk.

- Ensure the quality and cost of care provision is actively managed.

- Enable people with care needs to leave hospital as soon as they are able.

- Make better use of technology to help people stay safe in their homes and be more independent.

- Give looked after children and young people the most secure home possible.

- Ensure food outlets and workspaces are safe places for our residents to be.

- Support our partners in reducing the number of people killed or who are seriously injured on Wiltshire's roads.

Over the course of this Business Plan we shall:

Continue to...

- Help protect those at risk from health and environmental hazards, including infectious diseases and major incidents, through effective outbreak management and encouraging uptake of immunisation and screening programmes.

- Help residents to live in warm and safe homes.

- Ensure children and young people who cannot live at home are matched to the right carers: extended family, in foster care or with adopters.

- Protect individuals and businesses with an effective standards service.

- Deliver impartial and professional building control services to residents and businesses.

- Provide education and engineering solutions to improve road safety, promoting the use of speed indicator devices, community speed watch and 20mph limits where communities want them.

Implement...

- A transformed way of commissioning home care and day care, including the development of micro-enterprises and the voluntary and community sector.

- A technology strategy to help people to live independently.

- Promotion of safe, compliant and successful traders as great examples to others.

- Fully embedded transitional safeguarding across adult social care.

- A collaborative, multi-agency approach to hospital discharge planning and post-discharge support.

- Wiltshire Support at Home to enhance the provision of domiciliary care.

- A highly developed brokerage function to ensure we get the best value care provision.

- A 'whole life pathway' for those with long-term care needs that will ensure that the transition between children and adult services is seamless.

- A reform of adult social care, making the most of opportunities that will bring the council into contact with all service users, including self-funders.

Photo: Getty Images

Resilient
❷. SOCIETY

We live well together

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

We aim to:

- Ensure that children are safe and families stay together.
- Support people to remain independent of formal services and to live and age well in their own homes.
- Reduce smoking prevalence to 5% or less.
- Improve workplace health and wellbeing.
- Allow people with poor mental health more opportunity to recover within their community.
- Improve health outcomes for Wiltshire's diverse communities, including our Gypsy, Roma, Traveller and Boater communities.
- Make sure young people get the support they need without having to wait.
- Link communities to services provided by the council through volunteering.
- Help deliver opportunities for people to manage their own mental and physical health in community activities.
- Strengthen Wiltshire's economy.
- Get community backing for development.
- Rectify breaches of planning control in a timely manner.

Over the course of this Business Plan we shall:

Continue to...

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

Implement...

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

Photo: Malmesbury aerial view

We ensure decisions are evidence-based

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

We aim to:

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

Over the course of this Business Plan we shall:

Continue to...

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

Implement...

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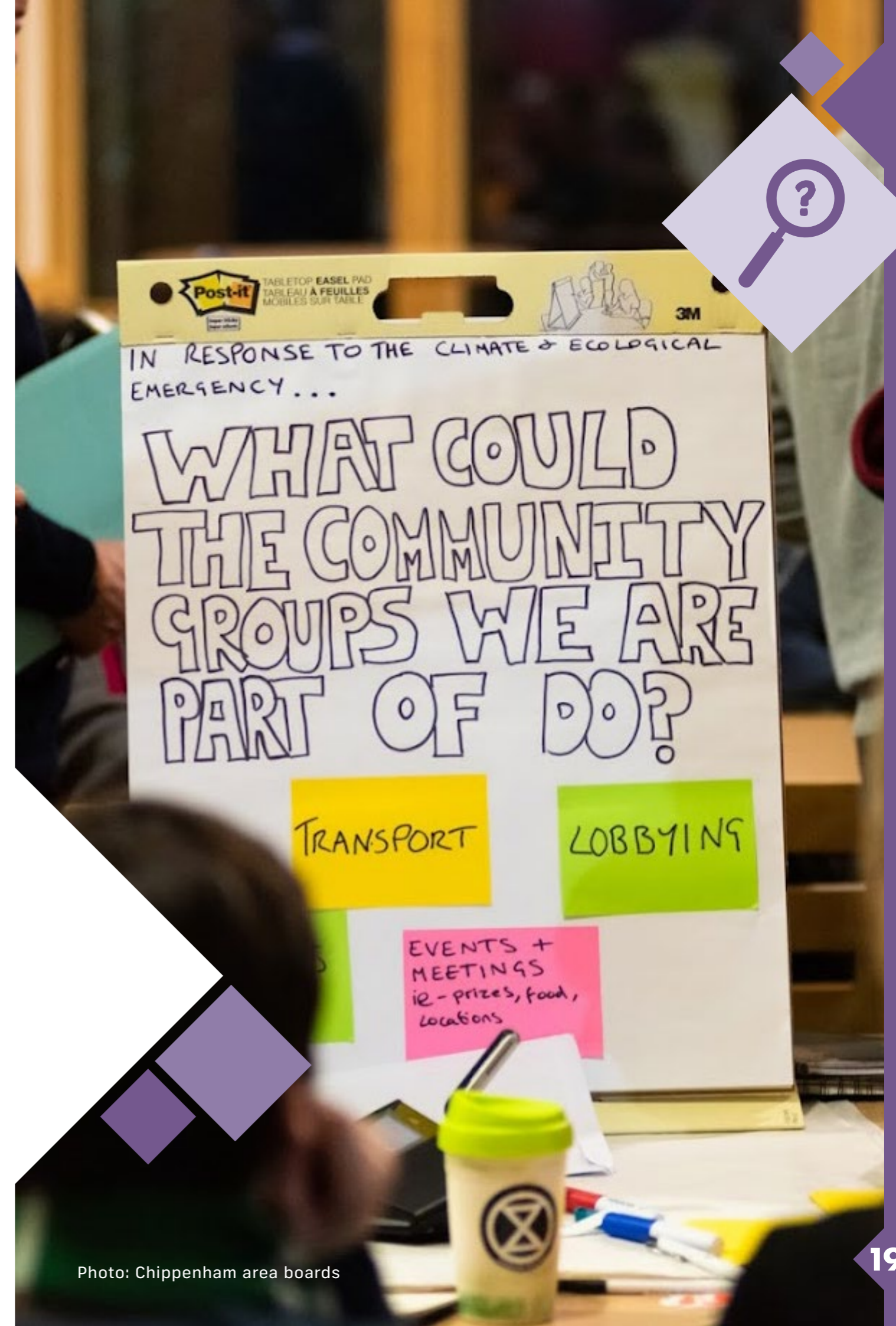
Photo: Chippenham area boards

We have the right housing

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

We aim to:

- Prevent homelessness and help people remain in a sustainable home.

- Allow families and individuals who need support to have choice and control, with flexible options of support to meet their care and support needs.

- Have a sustainable, robust and flexible care home market that meets the needs of the population and the projected demand for beds.

- Build the highest quality affordable housing with the lowest viable carbon footprint.

- Deliver a planning system that supports swift, evidence-based decisions and encourages the development we want to see.

- Ensure that the needs of communities, businesses and the environment are balanced through robust use of the Local Plan.

Over the course of this Business Plan we shall:

Continue to...

- Develop the care market in a way that promotes choice and diversity of supply, develops new care models and ensures best value for money and a fair cost for providers.

- Help housing customers to maximise their income and reduce the cost of running their homes.

- Operate an efficient and effective Local Land Charges service.

Implement...

- Digitisation of the Local Land Charges service.

- Increased work to support tenancies and prevent homelessness.

- The council house build programme for at least 1,000 houses over 10 years.

- An updated Local Plan as an effective policy framework for the sustainable growth of Wiltshire, that addresses the strategic needs of the county.

Photo: Wiltshire homes

Photo: Marlborough aerial view

Thriving
3. ECONOMY

Photo: Wiltshire Market (pre COVID-19)

We have the right skills to prosper

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

We aim to:

- Allow children and families to benefit from working with a consistent, knowledgeable and highly skilled lead professional in the council.

- Make sure that all children and young people with special educational needs or disabilities, and their families, have a voice that is heard.

- Ensure that schools are spaces that encourage learning, and that there are the right number of places for pupils where they need them.

- Help young people to make informed decisions about their future, and improve the chances for disadvantaged young people to enjoy a good career.

- Support a robust care industry that trains, employs and values local people.

- Help more adults with learning difficulties develop the skills they need to live independently.

- Deliver high quality, customer-focused services to all residents.

Over the course of this Business Plan we shall:

Continue to...

- Deliver the Special Educational Needs and Disabilities Inclusion Strategy.

- Find opportunities for people with learning difficulties to participate in the community.

- Support schools to improve attendance, achievement and teaching quality.

- Support schools operationally to deliver safe, secure and financially-sound environments across the county.

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

Implement...

- Support care providers to develop the skills of their workforce and to recruit and retain the best people to care for residents.

- Replacements for maintained schools' time expired temporary accommodation.

- Work between schools, colleges and businesses to increase opportunities for young people.

- Work with Further Education providers to address the skills gaps that exist in supporting some of our industries.

- Work with key stakeholders to promote T-Levels and other vocational progression routes, to improve outcomes for disadvantaged groups.

- Maximised use of external funding to support disadvantaged residents to improve their confidence, knowledge and skills and champion the creation of learning and employment opportunities for young people.

- A strengthened training and development offer to our caring workforce.

- A School Places Strategy to manage the supply and demand for places.

Photo: Getty Images

We have vibrant, well-connected communities

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

We aim to:

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

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

Over the course of this Business Plan we shall:

Continue to...

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

Implement...

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

- Investment in cycle routes, as part of a strategic solution aimed at connecting all our communities.
- Major road programmes to reduce congestion and air pollution, and explore solutions to issues at J17 M4, Salisbury, Melksham and Westbury.
- Provision for micro-business units to be developed in our rural communities through the Local Plan.
- New Local Plans and Local Transport Plans.
- A new working agreement with the voluntary sector.
- A review of library service delivery, in conjunction with communities.
- The Future Chippenham Masterplan of development and distributor road delivery.
- Assistance to the Government's 'Project GIGABIT' and other broadband capital programme, to maximise broadband connectivity across Wiltshire.
- An Enhanced Partnership Scheme with local bus operators to improve rural links.

Photo: Salisbury Reds electric bus

Sustainable
◆ 4. ENVIRONMENT

Photo: Getty Images

We take responsibility for the environment

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

We aim to:

- Maintain and improve the natural and built environment.
- Enable everyone to have access to cleaner air.
- Improve and protect biodiversity.
- Ensure access to the natural environment for as many as possible.
- Cherish and protect Wiltshire's historical sites.
- Find and promote new opportunities for people and businesses to reuse and recycle.
- Reduce the amount of waste going to landfill, increase recycling and keep Wiltshire looking beautiful.

Over the course of this Business Plan we shall:

Continue to...

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

Implement...

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

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

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

We aim to:

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

Over the course of this Business Plan we shall:

Continue to...

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

Implement...

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

Photo: Getty Images

Photo: Getty Images

Photo: County Hall

Wiltshire
5. COUNCIL

An efficient and healthy organisation

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

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

We aim to:

- Provide a secure and stable virtual environment for our staff to work in and through which the people of Wiltshire can interact with us and which improves the way we offer support

- Manage the information we collect and protect it in a way that is used to help make the best possible decisions for residents.

- Ensure we have a motivated, flexible workforce that can adapt to the changing requirements of the county and respond to national and international events.

- Build a highly trained staff base that recruits and retains the very best people.

- Provide services and support from welcoming, efficient buildings that represent great value for money.

- Become a strong, forward-looking organisation that is open to and embraces change.

- Monitor and account for all public money spent.

- Treat every individual, family and household fairly and equally.

- Run an organisation that the people of Wiltshire are rightly proud of.

Over the course of this Business Plan we shall:

Continue to...

- Digitise processes and build new and more efficient ways for people to interact with the council.

- Champion working in partnership across the public and voluntary and community sectors.

- Grow our traded services.

- Review and rationalise the council's assets.

Implement...

- Council-wide transformation that increases efficiency and resilience.

- A review and rebuilding of our IT infrastructure.

- A new Enterprise Resource Planning System.

- Redesigned workspaces and workplaces.

- Data and business insights from a central hub.

- A robust corporate planning cycle including performance and risk management.

- More financial training for all managers.

- A self-assessment against the equalities framework.

Photo: Wiltshire Council office

Your council

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

- We are public servants, innovating and collaborating with partners and residents to build stronger communities.

- We are an evidence-based, high performing organisation. We reward achievement, recognise effort and are unequivocally focused on making a difference and delivering the best outcomes for our residents.

- We are one council, which is an inclusive and agile environment where we celebrate each other's successes, recognising that our residents do not live their lives in the compartmentalised way that services have historically run

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

A Communication Strategy will be developed to demonstrate the council's delivery of this. Everything we do will be underpinned by:

Delivering value (financial, performance and risk management)

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

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

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

We have a business-like approach with an up-to-date commercial policy, good returns on our assets and clear business cases for everything we do. Our procurement processes consider the wider social value that can be delivered, for example, carbon reduction, smoking cessation and enabling local and other small and medium-sized enterprises (SMEs) to tender for council contracts.

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

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

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

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

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

A skilled, agile and engaged workforce

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

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

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

Transformation and Business Change

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

Councillors have a clear understanding of the council's performance against Business Plan outcomes and associated risks.

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

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

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

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

We establish the principles, standards and a framework for all projects across the council, and develop and deliver a balanced and affordable programme portfolio that enables us to meet our mission.

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

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

This rationalises the use of council buildings, improves income generation, improves cross-functional and partnership working, reduces travel and improves employee wellbeing.

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

Quality, timely and well-structured information and technology

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

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

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

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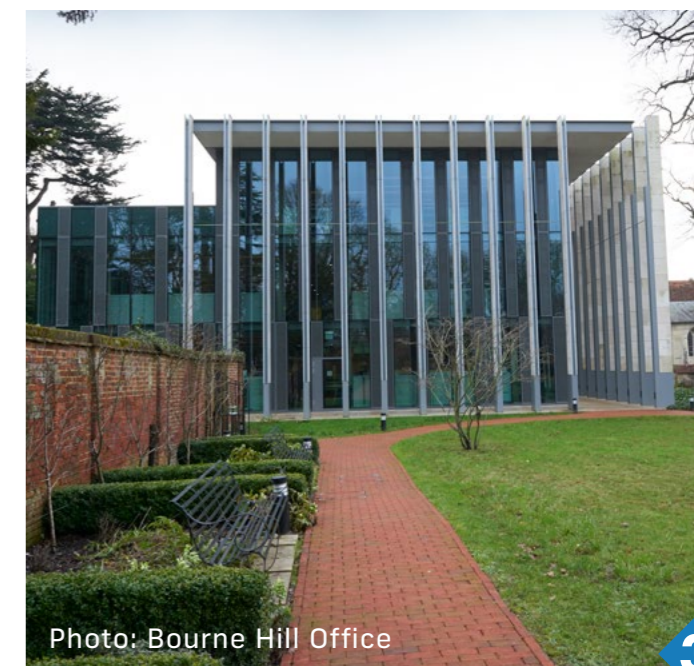
Photo: Bourne Hill Office

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Measuring our performance – key indicators

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

Detailed below are the key metrics that we will use for measuring the success of each outcome, alongside examples of the supporting metrics that will help to understand the impact of our work.

Wiltshire is a place where…		Key metrics	Examples of contributing metrics
Empowered People	We get the best start in life	Educational attainment and gap for those receiving pupil premium	• Level of development at reception • Uptake of free school meals • Attendance at youth events • School transport provision
	We stay active	% physically active adults and children	• Leisure membership • Libraries and heritage visitor numbers • Referrals to the reablement service • Uptake of health support programmes
	We are safe	Re-referral rates to children's services	• % children places with Wiltshire Council foster carers • Recruitment and retention of trained social workers • Overall Child Protection/Looked After Children numbers
		Public Protection	• Anti-social behaviour • Youth reoffending rate • Licencing interventions
		Adult Safeguarding	• 'Flow' rate – out of hospital discharge • Section 42 enquiries • Time to complete outcomes from initial contact • Spot purchase beds • Inadequate CQC inspections • Use of personal payment and budgets • Domestic abuse
Resilient Society	We live well together	Volunteering hours supporting the work of the council	• Volunteer training • Number of volunteers 'on the books' • Library opening times • Miles of bridleways and paths kept clear
		Stability for Looked After Children	• Placements made out of county • Children placed within 25 miles of home • Siblings at the same school • Attainment for care leavers/ suitable accommodation
		Enabling adults who have been in local authority care and support services to be members of local community	• Number of residential or nursing care placements • Placements supported by the community • Placements designed with the community • Adults with mental health problems and learning disabilities living independently • Adults with learning disabilities in employment

Wiltshire is a place where…		Key metrics	Examples of contributing metrics
	We have the right housing	Delivery of affordable housing	• Number of affordable homes overall • Stone Circle and joint venture contribution • Progress towards 1,000 council homes built • Rural and urban delivery
		Homelessness	• Housing register • Rough sleeping and sofa surfing • Homelessness prevention
Thriving Economy	We have the right skills to prosper	Employment rate (Labour Force Survey data)	• NEETs • Apprenticeship take up • Sectoral skill gaps • GCSE results • % substandard school accommodation
	We have vibrant, well-connected communities	Town centre vibrancy	• Footfall/ Place Boards/ Town Council data • Events held • Use of car parks • Customer perspective • Council app usage
		Transport and links	• Greater use of public transport • Miles of roads resurfaced • Cycle lanes delivered • Electric Vehicle (EV) charging points • Bus usage/ miles supported
Sustainable Environment	We take responsibility for the environment	Waste circular economy	• Dry recycling as a % of household waste • Residual household waste • Fly tipping reports
		Green and Blue Infrastructure	• Air quality • Water quality, private supply • Evidence of Biodiversity • Access to natural environment, including walking and cycling
	We are on the path to carbon neutral (net zero)	Carbon emissions in Wiltshire	• Total council emissions • Renewable energy generation • Council houses retrofitted • Average energy performance ratings for homes in Wiltshire
Your Council	We have an efficient healthy council	Customer satisfaction	• Ease of contact • Channel shift to online • Feedback from front-facing services
		Financial health and sustainability	• Savings delivery • Error count
		Skilled, adaptive and engaged workforce	• Internal progression and deployment • Apprenticeships and upskilling through training and qualification • Staff engagement rates • Staff turnover, absence and retention rates
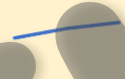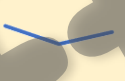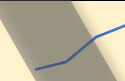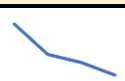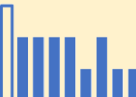
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Wiltshire Council Corporate Scorecard

Arrows show the direction of travel. Green is a positive change, red a negative a change and orange neither positive or negative.

Gold shared measures are main indicators	Unshaded indicators support a main indicator	Grey shaded indicators are selected from a basket of possible measures - the name of that basket appears above the measures

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Wiltshire is a place where We Get the Best Start in Life								
Educational Gap: Phonics (The percentage point gap between all pupils at KS1 and those receiving pupil premium - achieving phonics)	20.0%	18.1%	**21.2%**	Aug-21	annual - academic year	⬆ (red)		
Educational Gap: KS4 (The percentage point gap between all pupils and those receiving pupil premium - achieving 5+ in English and Maths at KS4)	31.1%	26.2%	**29.4%**	Aug-21	annual - academic year	⬆ (red)		
Wiltshire is a place where We Stay Active								
Percentage of Children who are Physically Active	43.7%	50.5%	**53.7%**	Mar-21	annual	⬆ (green)		The improvement shown in Wiltshire in the past three years has not been mirrored in the national or regional figures. Wiltshire now shows better levels of activity than the England or South West average.
Percentage of Adults who are Physically Active	70.8%	71.2%	**72.1%**	Mar-20	annual	⬆ (green)		Small improvements in the two years to March 2020 put the activity levels in adults in Wiltshire above the national and regional average. No survey results during 2020/21 due to the pandemic.
Healthy Me Service (Percentage of children completing the programme)	48.0%	42.0%	**33.0%**	Mar-21	annual	⬇ (red)		
Wiltshire is a place where We are Safe								
Re-referrals to Children's Services (% referrals within 12 months of previous referral)	15.0%	14.0%	**14.0%**	Nov-21	monthly	⬇ (green)		Every month of the current financial year has, so far, shown a lower re-referral rate than the 16% for 2020/21.
Public Protection								
Total number of licensing interventions (Notifications received, Number of Licensing Hearings, Number Animals inspections carried out and Number of Licensing Transactions)	1,359	2,204	**2,227**	Dec-21	per quarter	⬆ (green)		
Adult Safeguarding								

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Percentage of S42 outcomes met (% of statutory enquiries into possible abuse or neglect [section 42] in which set outcomes were met)	83.5%	83.6%	**82.7%**	Dec-21	monthly			
Percentage of outcomes complete in three working days (% of all 'first conversations' where the outcome was completed within 3 working days from first contact)	97.0%	97.5%	**100.0%**	Dec-21	monthly			
Total number of Inadequate CQC Inspections (No. of CQC inspections of Wiltshire Care Homes resulting in 'Inadequate' rating in the last 12 months)	1	0	**3**	Dec-21	annual			Although the trend is in the wrong direction the numbers remain very small.

Wiltshire is a place where **We Live Well Together**

Stability for Looked after Children

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Percentage of Looked After Children Placed more than 20 miles from home (Excludes unaccompanied asylum seeker children)	36.0%	37.0%	**36.0%**	Nov-21	monthly			The proportion has been stable all year; fluctuating between 35% and 38%. The final 2020/21 position was 37%.
Care Leavers in Suitable Accommodation (% of 19-21 year old care leavers in suitable accommodation in a four month window)	90.0%	89.0%	**88.0%**	Nov-21	monthly			Little change in the eight months of this financial year but a fall from the 92% reported at the end of 2020/21.

Wiltshire is a place where **We ensure decisions are evidence-based**

Participation

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Voter turnout in Neighbourhood Plan referendums	14.0%	14.0%	**35.1%**	Sep-21	latest vote			The median turnout over the last three years is 34.4%. Southwick, held on 30 September 2021 was above that average. There have been 12 referendums in that time with the largest turnout being 51.8% in Broad Chalke in July 2021.
Voter turnout in Unitary by-elections	29.5%	29.9%	**35.6%**	Mar-20	latest vote			The latest vote was in Till and Wylye Valley in March 2020. The median turnout since the start of 2019 in five unitary by-elections is 29.5%.

Wiltshire is a place where **We have the Right Housing**

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Delivery of affordable housing	156	194	**171**	Dec-21	year to date			The cumulative total for affordable homes completed is 521 which is 80% of our target of 650 affordable homes for 2021/22. 171 were delivered in Q3.

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
The number on the housing register (total number on the register at the end of the period, not including those on the open market register)	3,342	3,479	**3,786**	Dec-21	quarterly	⬆		
Total households in temporary accomodation	79	89	**100**	Sep-21	quarterly	⬆		An improvement on the situation in June 2020 where there were 135 households in temporary accommodation but an increase in each of the last three quarters.

Wiltshire is a place where We have the Right Skills to Prosper

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Unemployment rate (% of the work age population [16+] claiming out of work benefits)	8,825	8,455	**8,310**	Nov-21	monthly	⬇		The claimant number has fallen in every month of the current financial year.
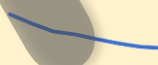
Wiltshire is a place where We have Vibrant, Well-Connected Communities

Transport and links

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Use of public transport (Number of passenger trips on both the commercial and supported bus network)	633,577	583,997	**690,833**	Nov-21	monthly	⬆		Growth shows change in activity but also follows an annual cycle.
Roads resurfaced (Miles of carriageway subject to surface treatments)	-	82.5	**46.8**	Mar-21	annual	⬇		

Town centre vibrancy
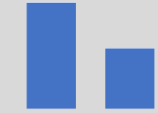
Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Town centre footfall (Footfall surveys come from Salisbury and Trowbridge)	702,354	1,403,943	**1,694,745**	Dec-21	quarterly	⬆		Footfall impacted in the last two years by national public health policy.

Wiltshire is a place where We Take Responsibility for the Environment

Waste economy

Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Recycling rate (Dry recycling and composting as a % of household waste)	45.9%	46.0%	**45.3%**	Nov-21	monthly	⬆		Each month this financial year has seen a higher recycling rate than the final average for 2020/21.
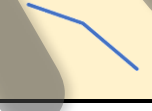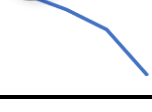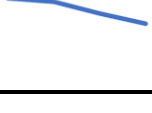
Measure description	Previous positions		Latest position	Latest report	Number definition	Direction of Travel	Trend	Comment
Residual household waste (Mean Kg per household of residual household waste after recycling)	284.0	327.1	**371.6**	Nov-21	monthly - year to date	↔		The residual household waste follows an annual cycle. With four months (25%) of the financial year left to report residual household waste has reached 67% of the 2020/21 total.

Wiltshire is a place where **We are on the path to Carbon Natural (Net Zero)**								
Wiltshire's Carbon Emissions (Tonnes of Co2 - Territorial emissions only, i.e. these are emissions that arise within the county)	2,681	2,653	**2,587**	Dec-19	annual with a 2-year lag	↓		This measure counts only the CO2 produces within the county and the complexity of measuring it means that data is only available after two years.
Wiltshire Council's carbon emissions (measured in tCO2e which includes carbon dioxide emissions)	14,864	11,641	**4,401**	Mar-21	annually	↓		The last year saw a particularly steep decline in the council's carbon emissions. The Council aims to be carbon neutral by 2030.
Energy performance certificates at level A or B (% or registered EPC recorded at one of the top two levels)	23.6%	20.7%	**18.2%**	Dec-20	annually	↓		This does not show the EPC rating of all homes in Wiltshire. It shows simply the EPC certificates registered in that time period.

Wiltshire Council

Full Council

15 February 2022

Subject: **Climate Strategy and update on council's response to the climate emergency**

Cabinet Member: **Cllr Nick Botterill, Cabinet Member for Development Management, Strategic Planning and Climate Change**

Key Decision: **Key**

Executive Summary

At its meeting held on 26 February 2019 Full Council resolved to acknowledge that 'there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030'.

A commitment was made to provide six-monthly progress updates on actions the council is taking to tackle the climate emergency in Wiltshire. This is the fifth progress report to Council following updates in October 2019, July 2020, February 2021 and July 2021. Significant progress is reported against each of the seven Climate Strategy themes.

To ensure Wiltshire has in place a strategy for its 2030 climate ambitions, appended to this report is the final Wiltshire Climate Strategy 2022-27. The final strategy incorporates changes made in response to the consultation, which took place in September and October 2021. A consultation report, outlining the consultation process and the main findings from this is also appended. An independent assessment of climate plans and strategies across the country has ranked the council's Climate Strategy as the best for any rural unitary authority and fifth of all unitary councils.

Proposals

That Council:
1. Notes the consultation feedback on the draft climate strategy;
2. Adopts the final Wiltshire Climate Strategy (2022-2027) as part of the council's policy framework;
3. Notes the actions taken in response to the climate emergency following the last update in July 2021.

Reason for Proposals

1. To ensure Wiltshire has in place a strategy for its 2030 climate ambitions
2. To provide Council with an update on actions taken in response to the climate emergency.

Terence Herbert
Chief Executive

Wiltshire Council

Full Council

15 February 2022

Subject:	**Climate Strategy and update on council's response to the climate emergency**
Cabinet Member:	**Cllr Nick Botterill, Cabinet Member for Development Management, Strategic Planning and Climate Change**
Key Decision:	**Key**

Purpose of Report

1. To ask Council to consider the consultation responses and adopt the Wiltshire Climate Strategy; and to provide the fifth progress update on actions taken in response to the climate emergency

Relevance to the Council's Business Plan

2. The programme of work to seek to make the county of Wiltshire carbon neutral by 2030 will contribute to all four business plan priorities (2022-32) of:

    i. Empowered People
    ii. Resilient Society
    iii. Thriving Economy
    iv. Sustainable Environment

3. The update on the actions taken in response to the climate emergency is contained in paragraphs 8-80 and is structured against the seven delivery themes of the draft climate strategy.

Background

4. At its meeting held on 26 February 2019 Council debated the following notices of motion:

    12b) Acknowledging a Climate Emergency and Proposing the Way Forward;

    12c) Environment and Global Warming.

    The council resolved to acknowledge that there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030.

    The minutes of the meeting are available online (see pages 21 to 24). Cabinet has also pledged to make Wiltshire Council carbon neutral by 2030.

5. As part of this motion, the council resolved that Cabinet should report to Full Council on a six-monthly basis regarding the actions the council is taking and will take to address the climate emergency. The fourth report was presented to Cabinet in July 2021.

6. A Global Warming and Climate Emergency Task Group was established by Environment Select Committee in 2019 to develop recommendations to seek to achieve the target of making the county of Wiltshire carbon neutral by 2030. The task group developed two reports and recommendations covering energy, transport and air quality (see Environment Select Committee papers for 13 January 2021) and planning (see Environment Select Committee papers for 3 March 2021).

7. In November 2021 the Task Group updated its name to the Climate Emergency Task Group and agreed its revised objectives as:

   - To help shape and influence the development of Wiltshire Council's programme (in all relevant areas) for meeting its objective of making Wiltshire Council carbon neutral and seeking to make the county of Wiltshire carbon neutral by 2030 (excluding the geographical area administered by Swindon Borough Council).

   - To scrutinise the delivery of this objective through the Climate Strategy (2022-2027) and its delivery plans, as well as key plans, policies and programmes, such as the Local Plan, Local Transport Plan and Green and Blue Infrastructure Strategy. Including the way in which the Council is measuring progress and how it is performing and reporting against baselines.

   - To provide recommendations on other aspects of decarbonising the county including partnership working and community-led approaches as well as acting as a national role model.

Main Considerations for the council

8. Since the last report in July 2021, the draft Wiltshire Climate strategy has undergone significant consultation. Appendix 1 summarises the response to the consultation. This was carried out from 1 September to 17 October 2021 jointly with Our Natural Environment Plan - Green and Blue Infrastructure (GBI) Strategy. The results of the GBI Strategy consultation are being reported elsewhere on the agenda. The purpose of the consultation was to update residents of Wiltshire and other stakeholders of current plans and to gain their views to inform the development of the strategy.

9. The consultation made the draft strategies public and explained them through three webinars and four face to face library events. There were also targeted events with schools and disability groups as well as extensive communications through social media, parish/town/city councils and via other stakeholders such as the Wiltshire Wildlife Trust, social media channels and printed media. We received more than 1000 completed Climate Strategy surveys and 35 stakeholder letters.

10. The amended Climate Strategy is attached as Appendix 2. It is 30% longer than the draft following consultation feedback. Updates have also been made to reflect the changes in national policy since the draft strategy was written, given that several key national strategies were published during the consultation period, in the run up to the COP26 UN Climate Summit.

11. The draft strategy was assessed by Climate Emergency UK as part of their independent assessment of climate plans around the country, with each council being rated against nine different categories, including governance; engagement and communications; setting targets and more. Wiltshire was [ranked as the fifth best unitary authority](#) in the UK and was the top scoring rural unitary. The council's strategy and plans scored maximum points for the community, engagement and communications; ecological emergency; and co-benefits criteria, and also scored highly across the other categories to receive an overall rating of 81%. The average rating for unitary authorities was 50%.

12. This report also contains the council's fifth six-monthly update on tackling the climate emergency. With the new climate strategy proposed to be adopted at this meeting, this update is structured against the seven delivery themes as set out in the strategy.

General

13. The council's new business plan puts the council's climate objectives at its heart. Our mission states that 'we take responsibility for the environment' and 'we are on the path to carbon neutral'.

14. In order to progress the Sustainable Environment priority of the council's business plan and to embed the Environment Act 2021 in service delivery, the council has created a new Environment directorate. The directorate includes two new high profile roles currently being recruited to: Assistant Director for Environment and Head of Natural and Historic Environment. The new directorate brings together the existing Waste Management, Climate and Public Protection services with a new service for Natural and Historic Environment.

15. A facilitated action planning day was offered to all Wiltshire town and parish councils on 16 November 2021, and 41 staff and councillors attended, representing more than 30 local councils. The day covered the science of climate change; its current and future impacts locally, and their effects on nature, livelihoods and people. Action planning included the levers of influence available to local councils, and the areas of action such as energy generation, transport and waste. The local councils then considered how to engage and communicate with their residents and businesses within their communities. Finally they decided on actions that they could do immediately, as well as what they needed from Wiltshire Council and what they could do to support Wiltshire Council.

16. We published answers to over 100 frequently asked questions as part of the climate strategy consultation. These are grouped into themes and can be found on the climate section of our website - [Climate strategy consultation questions and answers](#).

17. The #WiltsCanDoThis social media campaign was launched on 20 September, to help inform and encourage people to take action in their own lives to support climate change, with weekly posts on the council's [Twitter](#) and [Facebook](#). The campaign focuses on the seven delivery themes of the draft climate strategy.

18. Between 20 September and 5 December 2021, a total of 76 posts were issued across Facebook and Twitter, reaching a total of 1.1 million individual accounts. There have been 842 clicks on links within the social media posts. There were 101 comments received across the posts, 239 likes and 104 shares or retweets.

19. The posts that received the highest level of engagement included the waste focused posts outlining recyclable items people may not be aware of, the carbon footprint calculator for people to calculate their own footprint, and posts sharing what the council has done towards becoming carbon neutral. We also took the opportunity of using the #COP26, #OneStepGreener and #TogetherForOurPlanet hashtags during the conference to reach a wider audience. The COP26 posts that received the highest engagement were the ones sharing that the council's Community Environment Toolkit and Salisbury River Park project would be featured at the conference.

20. Many great community projects are being undertaken within Wiltshire and updates from the community engagement managers are included in Appendix 3.

Delivery theme: Energy

21. The council is looking to set up a bulk buying scheme for solar panels within the county in 2022. The programme, Solar Together, is run by the company iChoosr to enable residents of Wiltshire to get high quality solar panels at a lower cost. Solar Together has run in many other areas, including 5 rounds in London. The council will promote the Solar Together scheme to residents, who sign up with iChoosr if they are interested. iChoosr then runs a reverse auction to find the lowest cost supplier who meets their quality requirements. To achieve the scale necessary for the bulk buy, Wiltshire Council and Swindon Borough Council will run the scheme at the same time and through the same reverse auction, though it will be separately branded for each council. Promotion will take place from May 2022 with installation in Autumn 2022.

22. The council has procured a new energy contract which has enabled it to offer green electricity to all schools in Wiltshire at a very competitive rate. As a result, 128 schools will be supplied with green electricity from 1 April 2022. 23 of these schools are academies and 105 are maintained schools. It is projected that approximately 2000 tCO_2 per annum will be saved by the 128 schools making this switch. The council has also promoted the free [Energy Sparks](#) programme to schools to encourage them to take control of their energy bills and educate their pupils about energy and carbon.

Delivery Theme: Housing and the Built Environment

Housing retrofit

23. Since autumn 2021, Wiltshire residents have been able to access a brand-new scheme that gives eligible households with an income of £30,000 or less, and living in a property that is rated D, E, F or G for its energy efficiency, the chance to access up to £10,000 for measures such as insulation, solar panels, double glazing and new front doors. Further information can be found at https://swindonwiltshire-lad-applications.com/.

24. As of November 2021, over the Wiltshire and Swindon area, the scheme had 34 installations with 320 further applications being processed, 47 of which had agreed to installations. The target number for Swindon & Wiltshire is 391 homes receiving measures. So far installed measures include solar photovoltaics, loft insulation, heating controls and ventilation.

25. The council was successful in its bid for a grant of £25,000 from the South West Energy Hub's capacity building small grants programme. The grant will allow the council to undertake a housing condition survey to identify and assess the suitability of targeted housing stock across Wiltshire for retrofit energy efficiency measures. This will place the council in a stronger position to bid for future government retrofit funding, such as further rounds of the Local authority delivery scheme (LADS) and the Home Upgrade Grants (HUGS).

26. To date 57 council homes have been retrofitted using the LADS 1b funding reported on at the last update, installing measures such as intelligent high heat retention hot water cylinders, solar panels and Quantum high heat retaining storage heaters. These works have also included fitting low energy light bulbs and topping up loft insulation. Further works will include air source heat pumps, more solar panels and wall and floor insulation. The feedback we have received so far has been positive with tenants already claiming savings on their electricity consumption. A video has been made to explain the scheme and reassure future tenants.

27. We have two members of staff coming to the end of their Retrofit Coordinator training through the Retrofit Academy Centre of Excellence and we are in the process of getting staff from across the Housing teams onto a Level 3 Award in Energy Awareness.

New Build Social Housing

28. The Council's zero carbon modern methods of construction (MMC) pilot project, which will deliver 19 new affordable homes, is progressing but currently waiting on planning determinations for 2 of the 3 sites. We are all acutely aware of ongoing delays in the construction industry with key materials, this concern appears to be impacting much less on the manufacturing industry, where the factory orders stock and materials based on a pipeline of work. We are working closely with a housing association in Dorset to combine our development needs over a 3 year duration and seek an MMC Manufacturer to deliver 1000 homes

across the two organisations. By aggregating our demand we are able to give the factory assurances of upcoming work, which enables productivity and efficiency gains. This also enables the factory to work with suppliers with the pipeline, to fix prices for the duration of the contract, enabling the council to have a clear price for delivery of modules that will be set over a 3 year period. The procurement of a 3 year supplier is due to be in place by March 2022 further committing to the zero carbon standard that the pilot homes will achieve.

29. Furthermore, we are also seeking to push developers to achieve higher environmental standards when building their affordable housing contribution. When bidding on s106 opportunities the council's offer is encouraging higher environmental standards and bidding to reflect the increased specification. This has enabled a successful bid on a site in Semington which will deliver 6 units at Standard Assessment Procedure (SAP) rating A+.

30. Through the Community Led Housing hub "Homes of Our Own" we have been working closely with Seend Community Land Trust (CLT) to bring forward 10 units of affordable housing. Seend CLT have partnered with White Horse Housing to bring forward 10 Passivhaus units, which are due to start on site by the end of this year. Wiltshire Council have helped fund this development with Right to Buy Receipts and Commuted Sums, keen to support low carbon, energy efficient homes and will be working closely with White Horse Housing to understand the principles of Passivhaus development.

31. Wiltshire Housing Development Partnership is a partnership between Wiltshire Council and affordable housing providers. The current Partnership was renewed in April 2021 and will run until 2026. There are currently 11 Provider Members that all play a key role in delivering the Council's target of 650 homes per year.

32. One of the key aims of the Partnership is to ensure that Wiltshire Council and the Provider Members work together to improve the environmental standards of Affordable Housing stock and to assist the council in responding to the climate emergency and mitigating climate change. In selecting members for the partnership, Provider Members are required to provide details of the EPC rating for their existing housing stock, and how they are seeking to achieve zero carbon affordable homes, both existing and new build.

33. The January 2022 partnership meeting is focusing on addressing the climate emergency. Provider Members will be sharing examples of best practice in terms of new technologies and construction methods that they are implementing to respond to the climate emergency in their own delivery programmes throughout the UK.

34. The partnership annually reviews the performance of Provider Members to ensure there is full commitment in addressing the climate emergency

New build market led housing

35. Our Stone Circle Development Company is creating market led housing that has a very low carbon impact. Three schemes have been submitted for planning consent to deliver homes with air source heat pumps instead of gas boilers, delivering a total of 72 units.

Non domestic retrofit

36. A scheme to refurbish Melksham House which includes two double electric vehicle charging points (four parking bays) has received planning consent. Melksham House is a listed building which places some constraints on what can be achieved to improve the sustainable attributes of the building fabric (such as full insulation and triple glazing). Following the approval of additional funding by Cabinet in December (see item 95 [here](#)) Melksham House scheme will be all electric and include photovoltaics at ground level, air source heat pumps and LED lighting throughout. There will be no gas supply.

37. Warm and Safe Wiltshire (WSW) is the Council's energy advice service and works in partnership with Swindon Borough Council and the Centre for Sustainable Energy. The current service has been extended by an extra year to run through to the end of March 2023. This extra one year extension allows the Public Heath Team to run a commissioning exercise to evaluate the current service and explore opportunities to widen its scope across both internal and external partners. The commissioning exercise aims to be completed over the coming twelve months allowing continuity of service commencing in April 2023.

38. Over the last three years WSW has been match funded by the Warm Home Fund (WHF) contribution, which was due to come to an end in April 2022. However, due to the success of the service reaching its performance targets before the end of the contract, an additional funding bid was made for a top up payment towards the scheme. This bid was successful and the WHF awarded an additional £19,000 to allow WSW to continue with its in depth case work through to August 2022. The in depth case work allows community case workers to visit fuel poor households, providing bespoke energy debt and energy efficiency advice to help reduce household energy bills.

Delivery theme: Carbon Neutral Council

Pensions and investments

39. As reported in the last two updates, the Wiltshire Pension Fund Committee has been devoting significant time to considering climate change, to determine how best to protect the Fund's investments and position the fund to take advantage of investment opportunities. The committee has now approved its first [responsible investment policy](#) for the Fund, which includes a section on climate risk as well as many targets and plans around decarbonisation. A range of publicity and engagement activities on the

responsible investment policy were held with scheme members and also externally in late October and early November 2021.

40. There has also been a redesign of the investment's webpages, including the [climate change page](#), which now includes a range of useful information:

- Our position and relevant investment beliefs
- Climate scenario modelling findings, and what actions we've taken
- Our current emissions data, pledges, and road map
- Task Force on Climate-related Financial Disclosure (TCFD) reporting, which shows how the Fund is managing climate change risk against the four pillars of governance, strategy, risk management, and climate metrics
- Information on our portfolios, and investment opportunities we can access as part of a transition to a low carbon economy
- Investment case studies

41. A colourful and informative climate change one-page [factsheet](#), published on-line, was developed to engage scheme members in the run up to COP26, to show how the fund was taking action. Furthermore the fund has collaborated with other funds, and the Brunel pool, to develop a Paris-aligned passive benchmark, and has invested £600m in this portfolio at its launch.

Fleet

42. The council's first Electric Vehicle Charging Infrastructure Plan [approved](#) in October 2021 (and highlighted also in the transport section) contained a requirement for a feasibility study to look into the council's workplace infrastructure. The feasibility study has now been funded and awarded. The study will also look further at what vehicles may be suitable for the move to net zero emissions, as vehicles can only be purchased with the infrastructure to support that move. Funding has been identified and approved for a number of electric vehicle charging points and these will be allocated to where the feasibility study finds the grid infrastructure can support them.

43. The council has funding for 2021/22 for a number of vehicle replacements. There looks to be the opportunity for a large number of these to be electric, as they will be standard vehicles and allocated to where the workplace infrastructure can support their operation. However, we have a number of service critical vehicles that have to be replaced, which regrettably do not have viable zero emission solutions at present.

44. The emerging Fleet Strategy (which will need to be consulted on and agreed) seeks to deliver a carbon neutral provision for 2030 for all council vehicles. The agreed staged targets will be designed to meet that outcome and approved in the strategy document. The move to zero emissions will also be dependent on the findings of the workplace infrastructure study, highlighted above, as vehicles can only be purchased with the infrastructure to support that move. Furthermore, the vehicle market must have viable solutions, which is currently not the case with larger or more specialised vehicles.

45. An order for new electric and non-electric bikes for council staff has been placed with a local bike provision charity. The aim is for the bikes to be used to help reduce some of the scope 1 emissions of the council. They can be utilised to completely replace vehicle journeys, or alongside vehicles to reduce emissions, for example allowing staff who have driven to a site to then utilise the bikes for local journeys. Guidance for the bikes' use including training and bike maintenance have all been arranged and there is a target date of 31/3/22 for full implementation.

Static emissions

46. We are currently investing in a large-scale programme of works on many of our high energy using operational buildings, including leisure centres, offices, libraries, and others. This work will assist the council to reduce the demand for energy at source through energy efficiency and self-generation.

47. The Property Carbon Reduction Programme has so far delivered 15 completed projects with 17 more currently awarded and underway. These range from LED lighting upgrades to PV solar panel installations to the removal of oil fuelled heating and other carbon saving works. This represents a total capital commitment of £1.3m and is so far estimated to save 593 tonnes of CO_2 per year from the council's carbon footprint.

48. A further 17 PV installations have been accelerated in response to the current energy market price rises, as they will help to mitigate the impact of those increased costs. These are currently being procured and will be completed before March 2022.

49. The council is also looking at a programme of solar canopy installations in sites where there are suitable council owned car parks sited next to high energy using buildings. This project is in the early stages of identification and feasibility.

50. As reported in the last update the council secured government funding from the Public Sector Decarbonisation Scheme to carry out work during 2021 to decarbonise 4 major sites and to improve energy efficiency at 13 others. Much of the work has now been undertaken including all 17 of the PV system installations and the upgrade of the 4 air handling units at 3 leisure centres. When the three heat pump installations are finalised, the programme of works, costing £4,452,281 is estimated to save the council 994 tCO_2 per year.

51. Thanks to sustained investment in solar PV over time and the above recent programmes of work, in 2020/21 we generated 450,135 kWh renewable electricity on our own estate, which was a 39% increase on the previous financial year. The total amount of electricity generated by council-owned solar panels in 2020/21 was 727,097 kWh.

52. The £12 million project to convert the council's streetlighting to energy efficient LED lighting is approaching completion. Approximately 95% of the streetlights have been converted so far, with the remaining units being heritage and special units which should be converted in the next few months. Energy consumption per

year is reducing by about 64% from 12,771,626 kWh to 4,597,785kWh, which will provide significant cost savings for the council in future years as well as reduced maintenance costs.

53. The Leisure, Culture and Communities department is the largest carbon emitter in the council and has been looking at more ways to mitigate its carbon impact. Libraries and Leisure teams now receive monthly reports of energy data at a site level including usage, carbon and cost data as well as quarterly performance comparisons covering pre and post-covid closures. This data is cascaded to teams at individual sites so any issues can be raised back to the energy team to investigate as necessary.

54. The Library Service has introduced a 100% degradable membership card and now use biodegradable tapes and packaging for processing and delivering stock. Changes in processes also mean library cards are no longer replaced when they expire to reduce waste.

55. Leisure and Library staff awareness of the energy usage in their buildings has also been increased by the introduction of Energy and Climate Change Champions. They monitor monthly utility reports for their building, feeding back any issues they identify, helping to reduce consumption by suggesting ways the services can improve energy efficiency and carbon credentials.

56. Ten leisure centres have created six month recovery plans until the end of the financial year; one of the actions has been to appoint the Energy Champion, outlined above. Whilst the champion role is in its early stage its inclusion in the leisure recovery plans indicates the importance the team put on this area.

Delivery theme: Natural Environment

57. Two Wiltshire Council projects were featured as good practice on the Local Government Association (LGA) stand at COP26. The first was the council's Community Environmental Toolkit, produced in conjunction with Natural England, which gives local groups the tools they need to improve habitats and the natural environment in their area. The other council project was the Salisbury River Park, a collaboration between the council and the Environment Agency, with support from the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) and Salisbury City Council. The project will create a green link through the centre of the city, bringing major environmental improvements and mitigating against flooding.

58. Wiltshire Council and Bradford on Avon Town Council have worked together to secure a £96,000 grant from the Forestry Commission's Local Authorities Treescape Fund to plant around 3,000 trees and hedgerow trees in the town. The grant, which will be matched with an additional contribution of £41,349 from Bradford on Avon Town Council, will fund this pilot tree planting programme in the town that, if successful, could be rolled out to other towns in Wiltshire. The town council has already identified suitable sites, both on its own land and on Wiltshire Council land, which it will take on from the unitary authority as part of an asset transfer programme. Preparatory work as part of the funding application

has already been completed, and so planting will start this winter, followed by a programme of maintenance.

59. Two grant applications to Natural England to support the development of a Local Nature Recovery Strategy, which is a new requirement of the Environment Act, were successful and total £10,000. The first grant will support some early data and evidence mapping for habitats across Wiltshire and Swindon which will be essential to start to understand what already exists ahead of considering opportunities for further improvements. The second grant will be used to engage consultants to support the council with further community engagement and the roll-out of the Community Environmental Toolkit.

60. The council also submitted an expression of interest for £495,000 to the Trees Call to Action Fund. The aim of the money was to allow for two new ecologists, some consultancy costs and some capital works to improve riparian buffers and woodland connectivity in the Hampshire Avon River catchment for people, biodiversity and water quality. The fund was heavily over-subscribed and the council's bid did not make it through to the next round.

61. The council's Natural Environment Plan - Green and Blue Infrastructure Strategy (GBI), which was consulted on at the same time as the Climate strategy, is also being considered at this meeting.

Delivery theme: Waste

62. The council and its main provider of household recycling centre services, FCC Environment, have expanded the reuse opportunities available to Wiltshire residents at these sites. All eight household recycling centres operated by FCC now provide separate labelled "walk-in" containers where residents and site staff can store good-quality items suitable for reuse or refurbishment, such as furniture and 'bric a brac.' Many of these items are made available to charity partners able to refurbish and re-sell them or donate to families in need. Between January 2021 and December 2021, a total of 317 tonnes of reusable items have been collected.

Item	How it is reused	Tonnes collected April - Sept 2021
Furniture, bric a brac and white goods	Items collected by charity partner *Kennet Furniture Refurbiz (KFR)* where they are refurbished if required, and then made available to households on a limited income.	20.8
White goods	White goods collected by charity partner *Pauls Repair Academy* where they are refurbished if required, and then made available to households on a limited income.	12.6
Bicycles	Bicycles are collected by charity partner *Sue Ryder,* who run repair workshops with	4.1

	inmates from HMP Erlestoke, teaching them new skills in maintenance.	
Bric a Brac, Household and Electricals	Items sent to auction by *FCC Environment*, proceeds from the sale of reusable items at auction also contributes to the income share due to the council from the Lot 2 Household Recycling Centre contract.	47.9
Mobile phones, spectacles, sewing machines and vacuum cleaners	Items sent for refurbishment by various organisations or components of the items are reused.	4.6
Total		**90.0**

63. As well as the significant environmental and carbon reduction benefits of reuse, there is also considerable social value derived from this activity. Charities such as KFR are run by volunteers and are helping equip individuals with useful skills that can be vital for their personal development, as well as providing good-quality household items at a reduced cost to Wiltshire residents in need, and therefore supporting Wiltshire communities.

64. The council is currently working with FCC Environment to further expand the range and quantity of reusable items collected at the recycling centres, as well as working with Hills Waste Solutions to start collecting reusable items at the two sites operated by them on behalf of the council.

65. Building on the implementation of a new recycling collection service in March 2020 which allowed the waste collection vehicle fleet to be reduced by 19%, whilst also collecting record quantities of material for recycling, the council is continuing to work with its contractors (Hills Municipal Collections Ltd) to assess the feasibility of implementing new residual waste collection rounds. This would improve service efficiency and enable further reductions in the fleet of collection vehicles, thereby helping reduce the carbon impact of this essential frontline service.

66. The council provides a chargeable "opt-in" service for the kerbside collection of garden waste, giving Wiltshire residents some choice whether to participate in the scheme, recognising some households do not generate much by way of garden waste, and that some households prefer to manage their garden waste at home through composting. Whilst the service has always had a large take-up by residents, the number of subscribers opting to receive this service has increased by almost 10% since 2020 and has continued to rise in 2021 with 90,700 residents forecast to sign up for garden waste collections by the end of the financial year.

67. There has also been a corresponding increase in the amount of garden waste collected, with 34,536 tonnes forecast to be collected by the end of 2021/22. As the collected garden waste is composted locally at sites in Purton and

Rockbourne, this equates to an estimated carbon equivalent saving of over 17,000 tonnes of CO_2e per annum, compared to this waste being sent to landfill. A key priority both nationally and for the council, is to reduce the amount of biodegradable waste sent to landfill as it produces methane when it breaks down when disposed in this way. Methane is recognised as a harmful "greenhouse gas" and can be 25 times more damaging to the environment than carbon dioxide.

68. The council has also experienced an increase in Wiltshire residents purchasing subsidised food waste digesters since the pandemic, with 2,508 green Johanna's sold between January 2020 and August 2021. These sales are estimated to divert 63 tonnes of food and garden waste from landfill, saving 11.4 tonnes of carbon each year. The home composting of food and garden waste is an effective method of reducing the waste collected and carbon generated by collecting and treating it.

69. During June and July 2021, the waste service proactively engaged in stakeholder consultations run by Defra in respect of wide-ranging proposals under the government's Environment Bill (now passed into UK Law as the Environment Act 2021). The proposals include the future implementation of a Deposit Return Scheme for drinks containers, a new Extended Producer Responsibility in respect of packaging, and potential future requirements in relation to Consistency in Recycling Collections of household and business waste, expected to include weekly collections of food waste. The government response to these consultations, and information on possible implementation dates, is expected early in 2022.

Delivery theme: Green economy

70. Target 2030 is a business energy efficiency project that aims to support small and medium sized enterprises (SMEs) in Gloucestershire, Swindon and Wiltshire to achieve a change in their energy consumption, putting them on a more sustainable footing for the future. The council has been promoting this project which is funded through the European Regional Development Fund and delivered by Severn Wye Energy Agency, a sustainability charity with 20 years of experience supporting local businesses. The programme aims to support 100 SMEs in Swindon and Wiltshire, offering free energy efficiency survey and report from one of Severn Wye's expert Business Energy Advisors, alongside 30% grant funding towards recommended energy efficiency and carbon saving measures. The programme is planned to run until 2023.

Figures for Wiltshire:

- 44 SMEs have had a survey
- 29 have had 12 hours support and/or at least £1000 of grant funding
- 11 have had a grant paid out
- 9 on top of that have approved grant and we are waiting for the installation of works to be confirmed

- £164k in total grant funding has been paid out

- 390 tonnes of carbon have been saved annually by installed measures
- £547k is the value of the total installed works

Additionally:
- £86k further grant funding has been approved
- 231 tonnes annual savings associated with the approved grant funding
- £289k value of approved works yet to be completed

[Case studies](#) are available on the Target 2030 website for the following Wiltshire businesses that have benefitted from the programme: Alvan Blanch in Malmesbury, Red FM in Royal Wootton Bassett, Hartley Farm Shop in Bradford on Avon, FDC UK in Dinton and APT interiors in Mere.

Delivery Theme: Transport

Electric Vehicle Infrastructure

71. The council's first Electric Vehicle Charging Infrastructure Plan was approved in October 2021 (see [Cabinet papers](#), item 72). The plan will help to reduce carbon emissions in the county and improve facilities for EV drivers by both upgrading what's already in place and increasing the number of available chargers.

72. The council will support city, town and parish councils to secure On-street Residential Chargepoint Scheme (ORCS) grant funding for residential chargepoints on Wiltshire Council land through council grants of up to £2,500 per site. It is looking for partners to consider the installation of charging hubs, at central and out of town locations, and also adding more chargepoints to its own buildings so the council fleet can be converted to electric vehicles.

73. The plan will also encourage businesses to install workplace chargepoints and will ensure all chargepoints on council-owned land will be supplied with energy from 100% renewable sources.

Public transport

74. Wiltshire Council's Cabinet agreed its Bus Service Improvement Plan (BSIP), which was submitted to government on 29 October 2021 (see [Cabinet papers](#), item 73). This ambitious strategy for public transport in Wiltshire will be assessed by government. In total, £306k has been granted to Wiltshire to help build capacity within the organisation to deliver the ambitions set out in the BSIP, as well as fund work done by transport consultancy Atkins. Two new posts are proposed to manage the BSIP and the ensuing Enhanced Partnerships that will need to be in place with bus operators by 1st April 2022.

75. The Wiltshire Council bid to the Department for Transport (DfT) for funding to develop a feasibility study for a new station in Corsham, as part of the Restoring Your Railway Ideas Fund, has been approved and is on track to progress to the next stage of the process. The proposed new two-platform station would be situated on the Great Western Main Line, with potential train service links to London Paddington, Bristol, Swindon and Reading. It would help to reduce traffic

volumes in Corsham and along the A4, and provide easy access to and from MOD Corsham, the largest employer in the town.

76. A Strategic Outline Case (SOC) will now be produced, the first stage of the DfT's business case process. The SOC will set out more details on the proposed project and the case for building a new station, and how the plans would fit strategically into local priorities and wider government transport ambitions.

77. Work on the Devizes Gateway continues (this was submitted in an earlier round and as such is further along the process). The SOC was submitted to the Department for Transport (DfT) at the beginning of November. Its development has involved close working with local partners including Danny Kruger MP, Devizes Development Partnership (DDP), Swindon and Wiltshire Local Enterprise Partnership (SWLEP), Great Western Railway and Network Rail to develop a strong and robust case.

78. Overall, the SOC puts forward a strong strategic case for a Devizes Gateway station; it will help to improve transport connectivity, reduce car usage, and assist with the Government's ambitions to reach net-zero and level up communities (the SWLEP's Rail Strategy estimates that the station would have a £6.56m annual Gross Value Added impact). The proposal has widespread support across not just the local area but the wider region. The SOC also shows that the station is viable from an operational (train service) perspective.

79. If the SOC is approved, the DfT will provide up to 100% of the Outline Business Case (OBC) costs - the next stage in the business case process. The OBC identifies the preferred scheme option and includes a detailed business case where further consideration will be given to design, planning, access and consultation matters.

Active travel

80. As mentioned in the last update Local Cycling and Walking Infrastructure Plans (LCWIP) are being developed. New funding (of up to £30,000) has enabled a LCWIP to begin development for Devizes. Work on setting the brief for this, in conjunction with Sustainable Devizes and Cycle Friendly Devizes, has begun. Work continues on the Wiltshire wide plan and the plan for Salisbury. The government has allocated the council funding to prepare LCWIPs for Chippenham and Trowbridge, and work will begin once the funding allocation is received.

81. Appendix 4 contains an update on the active travel schemes being undertaken by the council.

Overview and Scrutiny Engagement

82. As part of the governance supporting the development and delivery of the Climate Strategy, the Chairman of the Overview and Scrutiny Management Committee sits on the Councillor Climate Working Group. The Climate Emergency Task Group has seen and commented on draft versions of the

climate strategy in July and December 2022. The task group has recently updated its terms of reference as set out in paragraph 7.

Safeguarding Implications

83. The impacts of climate change are amplifying safeguarding issues and falling heavily on vulnerable people both globally and in the UK.

84. Evidence suggests that vulnerable demographic groups experience disproportionate effects on their health outcomes from climate related impacts.

85. This includes young children, babies and older people who are particularly affected by extremes in temperature and the disruption caused by severe weather such as flooding[1]. People with physical or mental health problems have a lower ability to act due to physical constraints or a lower awareness of their circumstances. People with low personal mobility or living in areas with lower accessibility of services tend to have less ability to respond and recover because it may take them longer to help themselves or to seek and receive help from others.

Public Health Implications

86. Climate change and public health are inextricably linked. Adopting a climate strategy for Wiltshire, which looks to reduce carbon emissions in Wiltshire, will have a significant and positive impact on the health of the population. Actions from implementing the strategy will improve health outcomes for all residents and help reduce health inequalities. Better home insulation will not only reduce emissions but also provide healthier homes for some of our most vulnerable people. Active travel schemes will help increase levels of physical activity, connecting people to their local communities and potentially leading to improved air quality through reduced car use. Local food production will decrease food miles, benefiting the environment, whilst providing healthier choices.

Procurement Implications

87. Measures within the climate strategy may have a cost and the strategy itself references procurement, however this is not quantified at present.

88. Project leads will be engaging with Procurement directly and in line with the council's procurement policy.

Equalities Impact of the Proposal

89. One of the key principles is for the Climate Strategy to be equitable, ensuring the transition to low carbon, climate resilient future is fair.

90. The consultation and engagement approach for the Climate strategy has been undertaken so that it is inclusive with specific efforts to reach groups of society

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[1] Socially vulnerable groups sensitive to climate impacts | Climate Just

traditionally seen as harder to reach (please see Appendix 1). The final strategy also looks to be inclusive and provide a fair and just transition.

Environmental and Climate Change Considerations

91. This report sets out the council's response to the climate emergency, including the proposed adoption of a climate strategy for Wiltshire, and as such should have a positive impact on the environment and climate of Wiltshire.

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

92. Without the adoption of the Climate Strategy the council's policy framework will not sufficiently reflect this corporate priority, and there would be significant reputational risks associated.

93. Work to tackle the climate emergency will improve health, save money and drive the transition to a green economy so all of these elements would be negatively impacted if this work programme did not go ahead.

Financial Implications

94. In response to the acknowledgement that there is a climate emergency and the resolution made by Council to make the county of Wiltshire carbon neutral by 2030, a Sustainable Environment is a key principle of the Council's Business Plan.

95. As part of the Budget Setting process, Revenue and Capital budgets have been updated to deliver against this objective, this includes continued investment, new investment and savings and covers the programmes listed in the report above.

96. The emerging Fleet Strategy which is due to be consulted on and agreed in 2022 will require further capital investment in vehicles and infrastructure and seeks to deliver a carbon neutral provision for 2030 for all council vehicles.

97. The council has commissioned a study to quantify how much the pathway to a carbon neutral council will cost.

Legal Implications

98. The climate strategy is not a statutory document and as such there were no statutory requirements for the consultation. However, consultation was undertaken in respect of this strategy and the consultation that was undertaken is considered sound as it was undertaken when proposals were still at a formative stage and provided sufficient information and time for consultees to provide appropriate comment.

99. The formal consultation stage, as reviewed in Appendix 1 to this report, sets out the reasoning and timings for the consultation and it has led to changes to the final strategy and provides an appropriate summary for the decision maker to have due regard.

100. It is noted that in addition an earlier discussion document was also published with the <u>Cabinet papers</u> for 2 February 2021.

101. This Policy once adopted by full Council will form part of the Budget and Policy framework as set out in Part 3 section B of the Council's constitution. All decisions made by Cabinet, Committees and Officers have to be made in accordance with the Budget and Policy framework including this policy.

Workforce Implications

102. Replacement of our fleet with electric vehicles where possible and encouraging staff to use the new bikes being provided for short journeys will require changes to ways of working. The Climate Strategy also commits us to rolling out carbon literacy training to staff.

Options Considered

103. The proposed adoption of the climate strategy is the reason this item has been highlighted as a key decision. The other main options are to not adopt the Wiltshire Climate Strategy, or to not adopt this version and send back for further drafting. These options would have a direct impact on the ability of the council to meet its objectives to be carbon neutral by 2030, by delaying its ability to make delivery plans and continue work to combat the climate emergency.

Conclusions

104. Since Full Council resolved to acknowledge that there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030, a number of areas of work have been progressed and continue to progress as set out in this report.

105. This report is also significant as it proposes the adoption of the Wiltshire Climate Strategy (2022-2027).

Parvis Khansari, Interim Corporate Director – Place

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Appendices

Appendix 1: Climate Strategy consultation report

Appendix 2: Wiltshire Climate Strategy 2022-2027

Appendix 3: Update on community projects from the Community Engagement Managers

Appendix 4: Active Travel update

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Appendix 1: Climate Strategy Consultation Report

From 1 September to 17 October 2021, Wiltshire Council jointly consulted on its draft Climate Strategy and draft Green and Blue Infrastructure Strategy. The purpose of the consultation was to gain the views of the public and stakeholders to inform the development of the strategies.

This report summarises the activities and results of the consultation carried out on the draft Climate Strategy. Methods used included three webinars, four face to face events in libraries, and events with schools and disability groups. This was accompanied by extensive communications through social media as well as traditional press releases. Direct notifications of the consultation were sent to Parish, Town and City Councils (Local Councils), other public sector partners, business forums, the Local Resilience Partnership, Wiltshire Wildlife Trust and Wiltshire Climate Alliance asking them to promote this opportunity to their membership and partners. Posters were put up in all libraries, leisure centres and on parish notice boards directing members of the public to the consultation. A summary of engagement activity is in Annex A; an analysis of the reach is in Annex B; and analysis of which organisations responded is in Annex C.

1. Overview

A total of 1091 survey responses were received. Of these, 957 were from the online survey and 134 were from surveys completed in schools (years 7, 10, 12 and 13 - that is those aged between 11 and 18) and as part of other outreach.

The majority of those responding were individuals, with 29% of those (324 responses) stating that they were a member of a local environmental organisation. 77 responses were from organisations and there was an overlap of 19 responses being both a member of a local environmental organisation and responding for that organisation. 35 letters were received separately from stakeholder organisations, some of whom also completed the survey. Where possible, comments sent by e-mail have also been included in the data presented in this report.

Overall, respondents said that while they support the strategic objectives, they want to see targets and details of how Wiltshire Council will act to make Wiltshire carbon neutral. They want to see Wiltshire Council sharing how it has reduced its own emissions, use its powers to reduce housing and transport emissions and work with and support others such as businesses and farmers to make changes. They also want to see Wiltshire Council embedding climate change into decision making and communicating the urgency and importance of action on climate change.

Demographically, the respondents represent the Wiltshire population adequately in terms of proportions of people with disabilities, BME communities and gender. Proportionally, younger and working age people were underrepresented and those of 55 to 64 years overrepresented. The reach of the consultation on social media was over 75,000 individuals, not all perhaps based in Wiltshire. More were engaged through attending a webinar, receiving an email or seeing a poster in their community. For this level of reach to result in just over a 1000 completed surveys perhaps shows the difficulty of engaging meaningfully on the topic of climate change.

It also gives a taste of the difficulty ahead in engaging interest, conveying hopeful but true messaging and galvanising real change.

The format of the survey was kept simple in order to encourage completion. Respondents were asked the extent to which they agreed with high level objectives, and then had short free text boxes to say what they thought needed more or less emphasis in the strategy as a whole. All objectives received a very strong level of support. Between 86% and 95% of respondents either agreed or strongly agreed with every objective. 925 (82%) of those completing the survey stated something that they wanted to see 'more of'. In contrast, only 461 (41%) said they wanted to see 'less of' anything. 152 of these said they wanted "less talking and more action" or messages to this effect. The consultation webinars generated many questions and the council has responded by publishing them with written answers on the website, in addition to those that were answered during the events.

It is worth remembering that while efforts were focussed on hearing from those who are not directly involved in environmental activity already, many of the responses displayed high levels of awareness and motivation. The council gratefully acknowledges the thoughtful and constructive survey responses and the many suggestions for possible activities for delivery of the strategy.

2. Analysis of Climate Strategy consultation responses

The survey asked respondents the extent to which they agree or disagree with the high level objectives from the strategy, and then gave the opportunity for them to write short free text answers on what they thought needed more or less emphasis in the strategy. Many responses were received on emphasis and these have been analysed thoroughly. All comments were considered on their merits. However, there were many comments received regarding transport and homes and the built environment, which are two of the areas which have the highest emissions, while industry was not raised as frequently. This might reflect the awareness levels of respondents, for instance some important aspects such as methane or grid evolution are not mentioned often.

2.1 Extent of agreement / disagreement by proposed objective

The extent to which the objectives were agreed or strongly agreed with was consistently high, with only five falling below 90%. While it is encouraging to receive this endorsement of the objectives, this was not unexpected. The strategic objectives are ambitious, but difficult to disagree with if respondents want to see action on climate change. They are deliberately at a high level to encompass all potential areas of delivery, while specific detail will be covered in forthcoming delivery plans Those with lower agreement may reflect a lower clarity or understanding of the term – for instance "circular economy" and "green economy" were not defined in the survey.

Consultation Responses by Objective

The chart shows stacked bar responses for each objective with categories: Strongly agree, Agree, Neither agree or disagree, Disagree, Strongly disagree.

Objectives (top to bottom):
- Work towards zero avoidable waste in Wiltshire and…
- Work towards a circular economy
- Wiltshire businesses take action to become carbon…
- Grow the green economy in Wiltshire
- Decarbonise heat and electricity
- Reduce energy use in Wiltshire
- Natural water management .
- Protect and extend green spaces and habitats
- Sustainable, low-carbon food and farming systems
- Absorbing carbon, by plants and well-managed soils
- Efficient and environmentally sensitive land use
- New and Existing Buildings adapted for Climate Change
- Retrofit to improve energy efficiency
- Zero Carbon New Buildings
- Locate new developments to reduce the need to travel
- High Quality Public Transport
- Zero Carbon Transport system

Legend: ■ Strongly agree ■ Agree ■ Neither agree or disagree ■ Disagree ■ Strongly disagree

Of the 34 respondents who strongly disagreed with at least two objectives, 12 did not provide a postcode and 22 provided a Wiltshire postcode. Analysis of the more/less responses from those who disagree with objectives show that on the whole these respondents disagree with the council taking any (or significant) action on climate change, (especially given a global context where other countries are seen as producing more emissions and doing less) and using public money to do so.

Few of the responses from those who disagree with the objectives give constructive changes which could be made to the strategy except the following:
- **Green Economy**: the strategy does not mention industry which is a major source of emissions. The council should not dictate to businesses how to run their private affairs.
- **Transport:** EVs produce emissions in their creation, use and disposal. Wiltshire needs free flowing roads.
- **Energy:** support for nuclear power, opposition to wind and solar power. Avoid disadvantaging those already struggling to heat their homes.

2.2 More or less emphasis in the strategy

Respondents were asked to write, in free text, what they would like to see more and less emphasis on in the strategy. 73% (805) of respondents added some text. The open text boxes were limited to a count of 1000 characters (approximately 200 words) to ensure that answers were concise, staff time to analyse the answers was kept to a minimum, and ensure the strategy progresses to adoption on time.

The text was read and analysed by the climate team who recorded when respondents mentioned something related to strategic objectives or suggestions for delivery and recorded anything else which did not fit directly with those themes.

This was a thorough and time-consuming piece of work and has given valuable insight, however this is not a scientific analysis. Often when a respondent filled this box it was with a list of things they felt strongly about, and their suggestions did not always relate to something in the strategy or did not add anything new to strategic aims. For instance, "no new roads" was a repeated phrase, however the strategy makes no mention of roads. "No new roads" was also mentioned in both the "more emphasis" and "less emphasis" boxes. The team decided to reflect the comments on face value, so where someone said "no new roads" in the less emphasis, (i.e. providing a possible double negative response) this was counted as them wanting to see less road building in Wiltshire. Also, some areas naturally overlap, so Green Economy and Waste objectives; and comments on Energy, for instance use of land for renewable energy, overlap with the Natural Environment theme. In these instances, comments were attributed to one theme.

The chart below shows how many times each Climate Strategy theme was raised in the comment boxes. Transport and the built environment were the most frequently commented on, reflecting the importance that Wiltshire Council plays in these areas, as well as their contribution to emissions. In contrast, the Green Economy had the fewest comments. Perhaps this reflects the low number of responses from businesses (10 business responses in total).
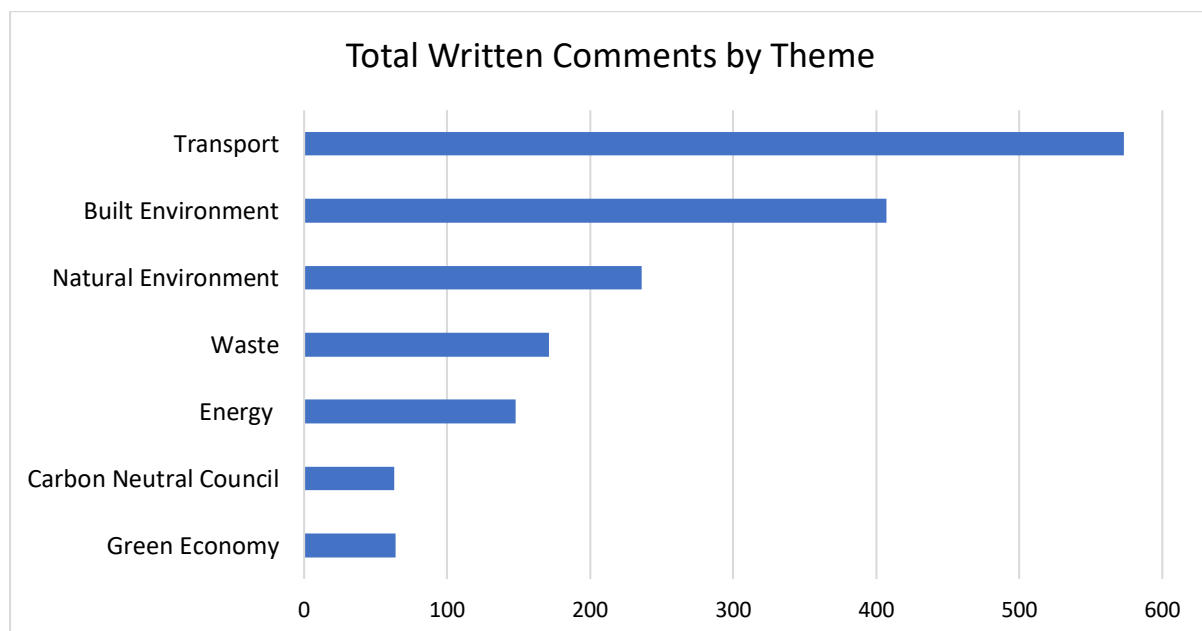
2.3 Responses from Organisations

Responses were received from 77 organisations (or departments within Wiltshire Council) and while some of these were submitted through the survey 35 others were submitted in long letters by email which required careful reading and consideration. Many responses came from local councils and from environmental groups. Where

possible, the responses by letter have been added to the survey and the points raised in the letters included in the theme analysis in each section. Although inevitably this is an imperfect system, it has been attended to diligently, to make the most of valuable input.

Number of Responses from Organisations

Organisation	Responses
Local Council	28
Env Group	18
Wider Stakeholder (EA, HE, GCC)	12
Business	10
Wiltshire Council	6
Village Hall	5
Faith	3
Political	2
Developer	1
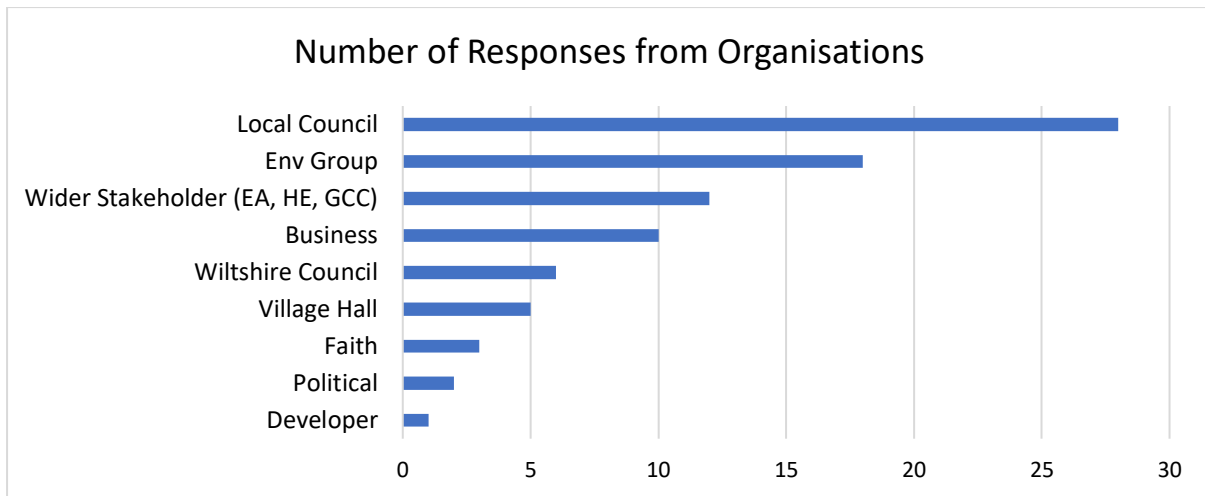
3. Analysis of responses by Theme

3.1   Crosscutting Comments

Crosscutting Comments

Number of mentions — Less emphasis / More emphasis

Theme	
SMART Objectives & Targets	
Council Leadership and Influence	
Behaviour Change	
Funding and Incentives	
Partnership Working	
Fair Transition	
Government Leadership and Funding	
Reduced consumption	
Reliance on Future National Plans	
Economic Growth	
Spending Public Money	
Jargon	
Bureaucracy	

Most responses in this category mentioned they would like to see targets, SMART objectives or clear timescales for action in the strategy. How the work would be funded and progressed in partnership was also mentioned. Some said that the council should make more of its role as a leader and influencer, especially with regard to communicating and driving behaviour change. It was pointed out that

national Government influences were important and that supporting behaviour change also needs systemic and wider changes. Some respondents asked for clarification of whether the carbon emissions for Wiltshire include consumption emissions from imported goods. There were also responses regarding reducing bureaucracy and jargon, reducing focus on economic growth and a small number who objected to using public money on climate change mitigation. People with lived experience of disability were concerned about the impact of climate change on disabled people both in recent extreme weather events such as Hurricane Katrina and Californian wildfires, but also in relation to heatwave in the UK. Plans to identify, alert, evacuate and shelter those with access and functional needs is an important consideration for adaptation plans in Wiltshire.

3.2 Transport

Transport Comments

A horizontal bar chart titled "Transport Comments" showing the number of mentions for various transport categories, split between "Less Emphasis" (orange) and "More Emphasis" (blue).

Category	More Emphasis	Less Emphasis
Improved public transport	160	11
Active travel	102	13
EV & charging network	73	26
Better rail services	56	
Reduce need to travel	48	
Rural transport	30	
Transport planning	29	2
General Transport	29	
Behaviour change	15	2
Electric buses / taxis	13	
School travel	13	
Natural road verges	11	
Improved Rights of Way	11	
Innovation	10	
Shared transport	10	
Goods delivery	8	
New roads	3	107

X-axis: Number of mentions (0 to 160)

Legend: Less Emphasis (orange), More Emphasis (blue)

Improved public transport and the policies and infrastructure to encourage active travel were the two most popular comments on transport, with more than 100 mentions each. Some voices said that rural bus services are difficult to fill and would be unpopular, and a small number were against active travel. Electric Vehicles had some support, with many comments encouraging the council to improve the charging network, although there were some comments pointing out that EVs have energy, waste and carbon implications and that the market would take care of the infrastructure. Young people had concerns about the cost of an electric car. Rail services and their integration with other modes were also suggested as changes to the strategy. Reducing and planning out the need to travel was mentioned in conjunction with planning of new housing, as well as mentions of rural travel being a challenge for Wiltshire. The split between rural and urban populations in Wiltshire was queried by some respondents, with alternative calculations offered. There were comments on goods movements, school travel, rights of way and car sharing, however they were not mentioned as frequently as other subjects. The young people at school sessions wanted safe active travel, especially in dark evenings.

The strategy does not mention building roads, however many responses specifically stated "no new roads" or a similar sentiment so this has been reflected in the results. People with lived experience of disability were interested in bus improvements, as they reported some difficulties with boarding and using buses in Wiltshire, as well as mobility within towns which is difficult at present.

3.3 Homes and the Built Environment

Homes and the Built Environment Objectives

Homes and the Built Environment comments
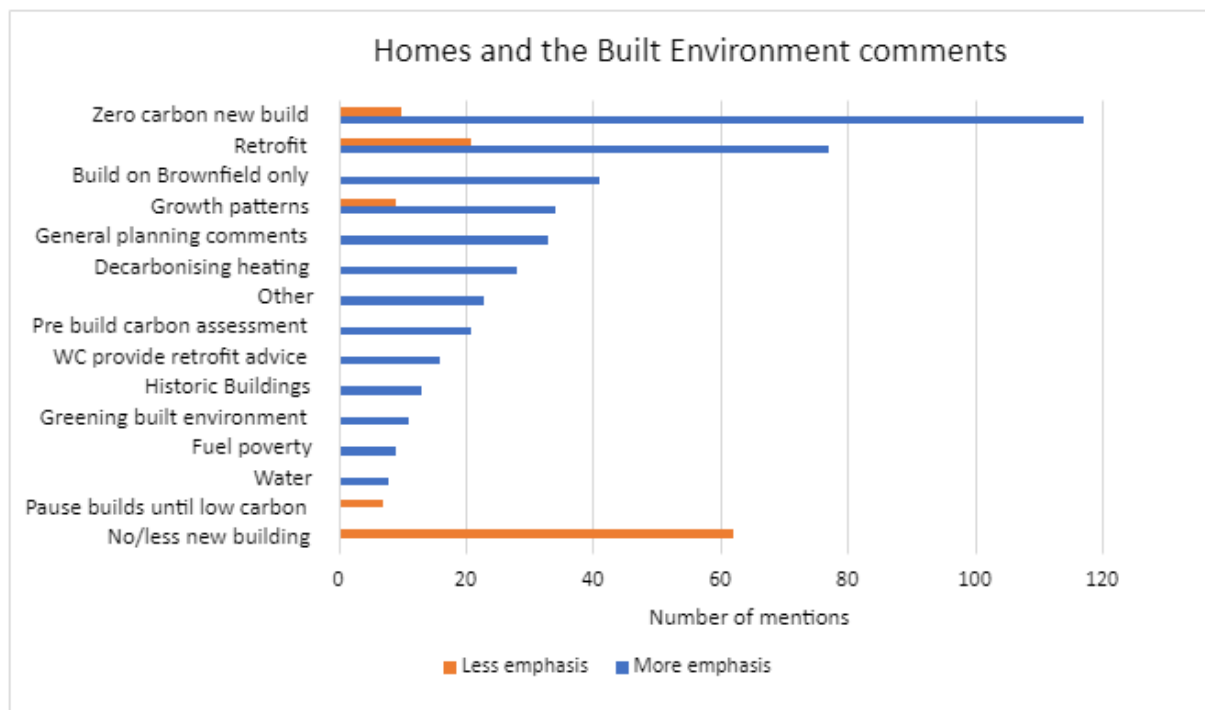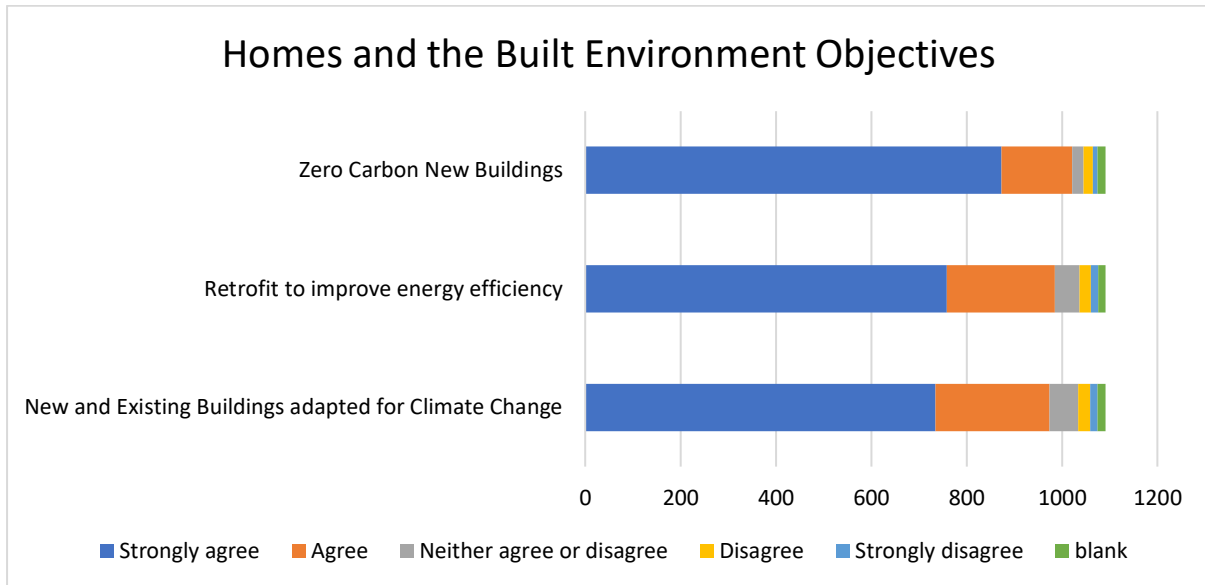
Zero carbon new building, particularly of housing, was the most raised topic within the built environment (more than 100 mentions), followed by retrofitting of existing property (which a smaller number of people also suggest the council should advise on). A small number of voices pointed out that retrofitting is expensive and not always worthwhile or not desired in listed and historic buildings.

Use of brownfield land instead of greenfield land for building; location of new developments in terms of commuting and access to services, as well as comments around planning requirements which reduce the impact of new housing were all

mentioned in relatively similar numbers. In terms of what respondents would like to see less of, many simply said they wanted to see no new building or significantly less, and others would like to see development paused until net zero carbon or other standards are in place.

General planning comments included requiring new development to provide carbon assessments and incorporate renewables and the need to reduce or remove certain technologies quicker (such as new gas boilers) and concerns with different technologies. Comments on nature focussed on the need to ensure greenery within the built environment, particularly in urban areas and respecting the rural nature of the county. Young people had concerns about the extra cost of a zero carbon home.

Some comments pointed out that domestic and commercial water use and management is not in the strategy objectives.

3.4 Natural Environment, Food and Farming

Natural Environment, Food and Farming Objectives

| | Strongly agree | Agree | Neither agree or disagree | Disagree | Strongly disagree | blank |

Natural Environment, Food and Farming Comments
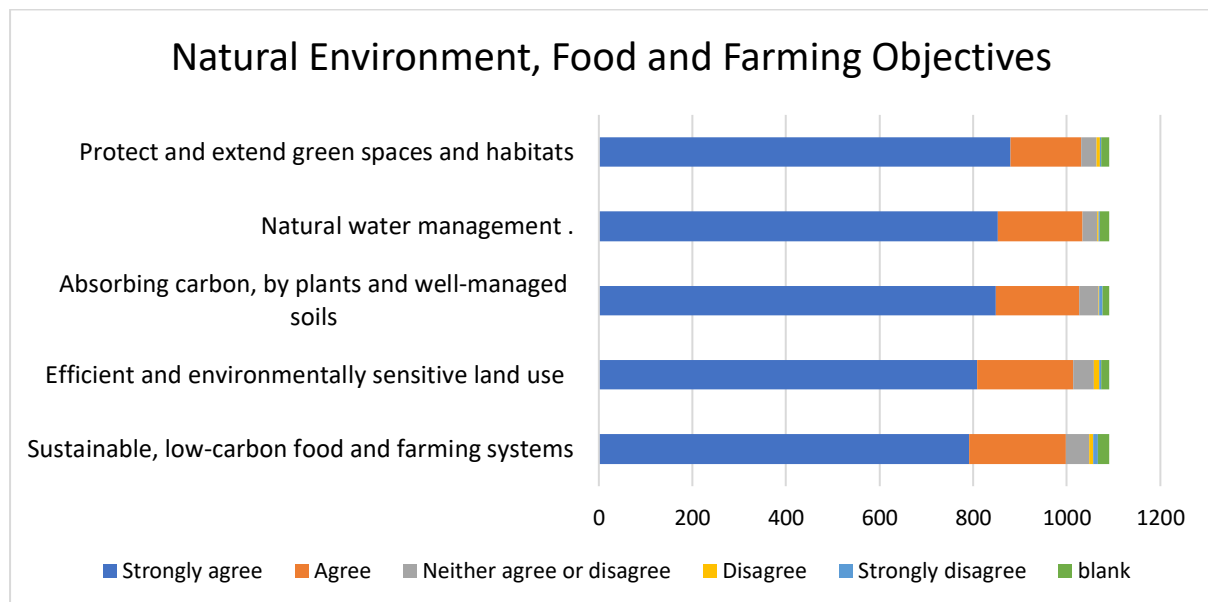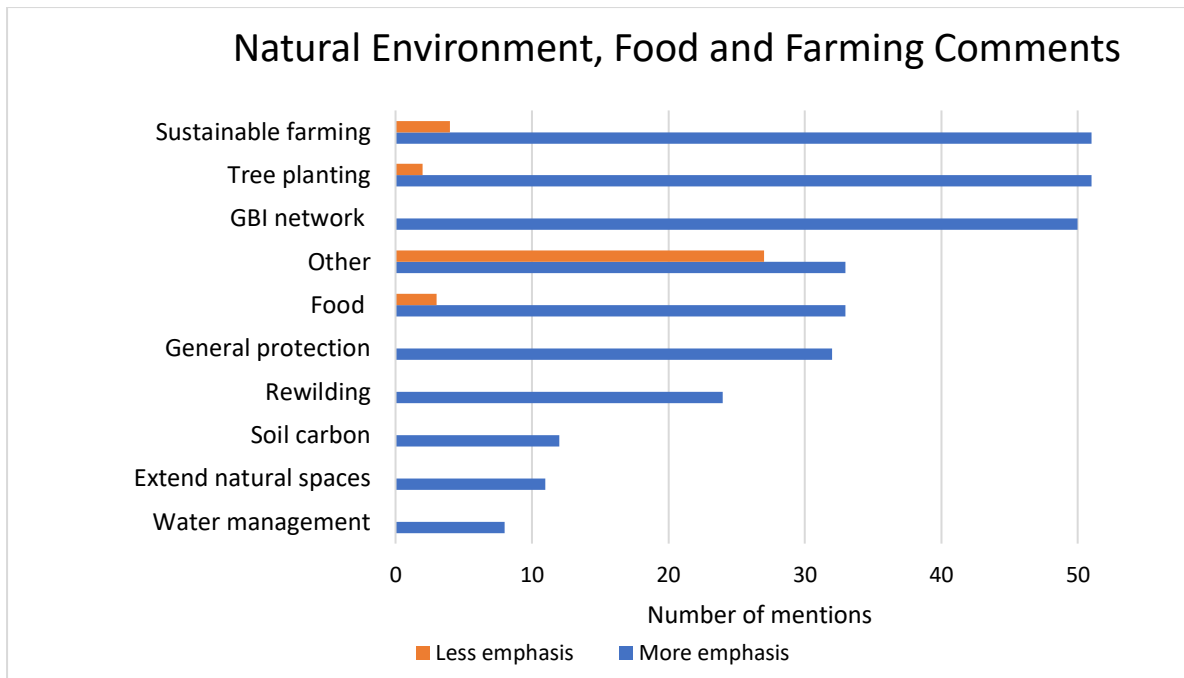
Tree planting was a popular subject, and comments included concerns around planting enough trees, the need to protect existing trees and the effects of Ash dieback and not relying on planting trees to absorb carbon. A similar number of comments were made regarding connecting the Green and Blue Infrastructure network and protecting biodiversity, as well as more emphasis on sustainable farming techniques in order to limit pollution (e.g. pesticides) and its effect on biodiversity, water quality, air quality. Some comments were that there is a tendency to protect landowners, balanced with those saying that farmers are under many pressures and should be listened to.

Comments on general resilience and protection recognised that there is a need to both create and protect green space, as well as protecting the rural nature of the county from development.

In the food comments there were voices both for and against encouraging reduced meat and dairy consumption, food miles, interest in local food production, and less reliance on imported food, or food from places with lower food standards.

There were very few comments relating to adaptation or resilience of the natural environment to climate change, perhaps showing the low awareness of this subject, however it was pointed out that this section was not clear on adaptation.

3.5 Energy

Energy Objectives

Decarbonise heat and electricity

Reduce energy use in Wiltshire

Legend: Strongly agree, Agree, Neither agree or disagree, Disagree, Strongly disagree, blank

Energy Comments

- Roof mounted solar
- Wind
- Heat pumps
- Ground mounted solar
- Hydrogen
- Grid Capacity/storage
- Community energy
- Smartgrid
- Hydro
- District heating
- Nuclear
- Anaerobic digestion of food...

Number of mentions

Legend: Less emphasis, More emphasis

Out of all the technologies mentioned, roof mounted solar (particularly on new build houses) was the most popular, with wind energy and then heat pumps having a high number of mentions with few arguing against. Ground mounted solar farms had support, but more people pointing out that good agricultural land should not taken out of use for this, then hydrogen, hydro and nuclear power as well as energy from anaerobic digestion were also mentioned.

In terms of supporting technologies, community and district heating systems and "smartgrid" technologies (grid adaptions and evolution to accommodate renewable energy) were suggested. Incineration, with its role in energy from waste was mentioned by a high number of people as something they did not want in the strategy, on the grounds of its unsustainable nature and air quality implications.

Those who have lived experience of disability responded that ensuring affordable and reliable electricity supply, and suitable internal temperatures, for those who rely on it for medical or mobility reasons in the short and longer term is important.

3.6 Waste

Waste Objectives
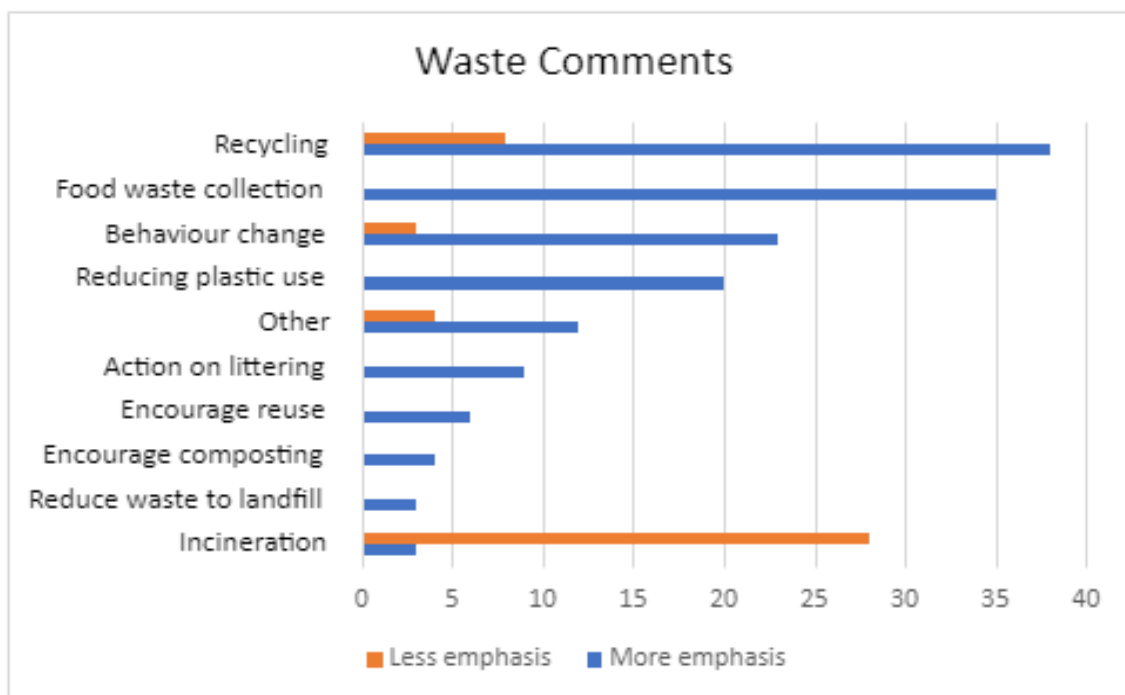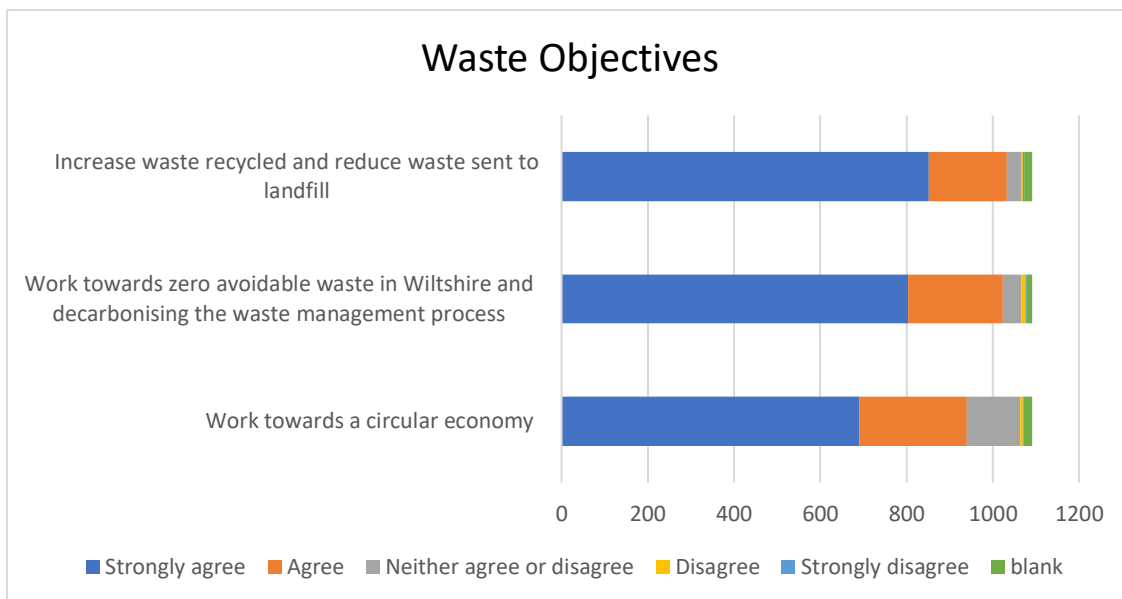
Waste Comments

Ensuring that recycling works well was a popular theme for comments, with others commenting that this should have less emphasis as it is not highest in the waste hierarchy. This was then closely followed by suggestions that Wiltshire Council should or could collect food waste. There were then similar numbers of comments about encouraging behaviour change with plastic being a priority to reduce. In "other" there were various comments covering charging for waste, digestors, preventing food waste at source, landfill in quarry sites, fly tipping, commercial waste and community solutions. Respondents also mentioned action on littering, encouraging and enabling reuse, and composting. There were comments saying that incineration was not a favoured solution for waste, while a few others said they thought incineration was better than landfill or a good solution.

3.7 Green Economy

Green Economy Objectives

Green Economy comments
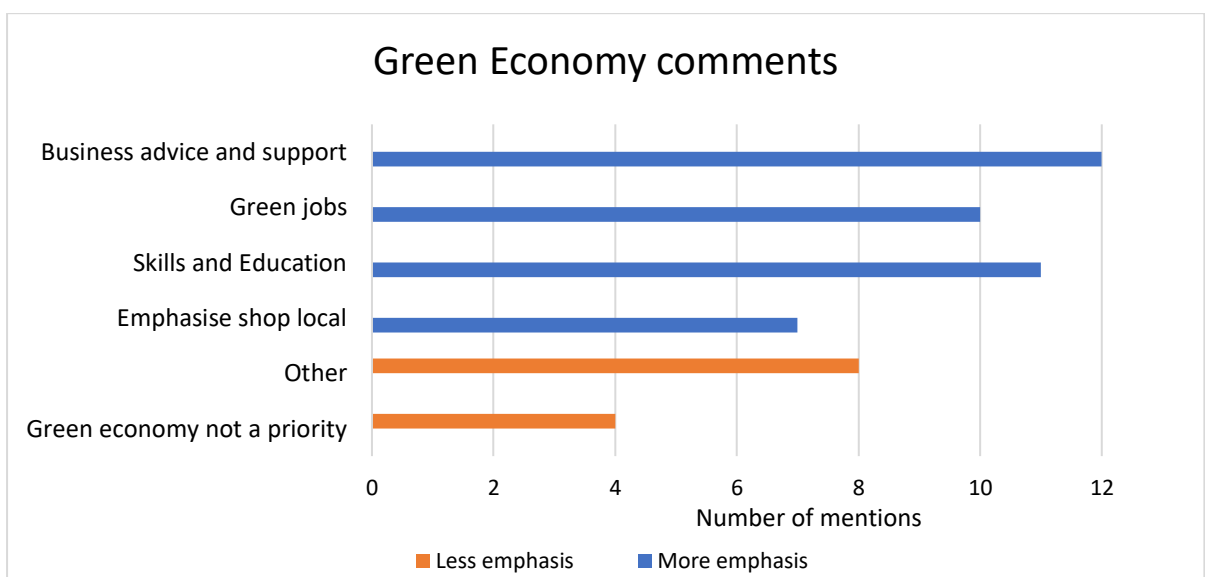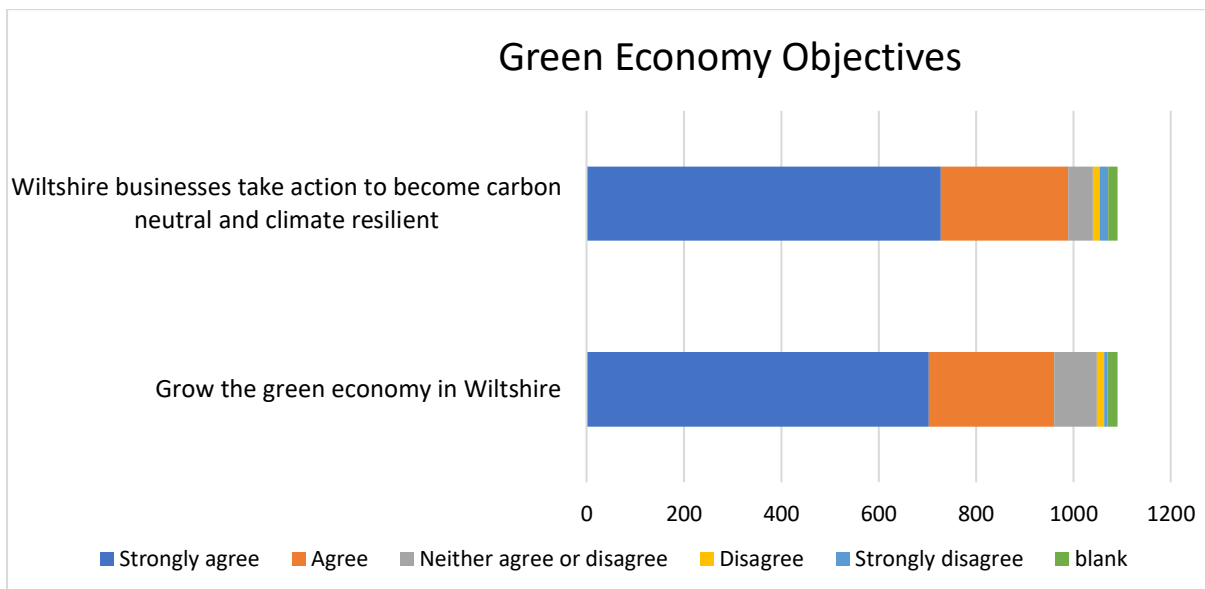
There was a small number of comments relating to the green economy, perhaps reflecting a low understanding of the term or low engagement with businesses.

Council support, co-ordination and encouragement for businesses to reduce their emissions and impact on the environment was popular. With regard to green jobs there were suggestions of demand for skilled people such as home heating advice and wind energy. Respondents supported Wiltshire Council encouraging apprenticeships and emphasis throughout the education system to inspire young people to consider a green job, the young people consulted were enthusiastic about green jobs. There were also some respondents who pointed out that national policy and wider trends will have most influence over skills and jobs and that supply and demand could be expected to balance themselves.

There was recognition that people should buy locally. That is both shopping locally and locally produced items. Promotion of small shops and businesses was also mentioned.

In saying what should have less emphasis, some responses pointed out that "business as usual" and economic growth should not be emphasised as they produce carbon and waste.

3.8 Carbon Neutral Council

Carbon Neutral Council Objectives

Wiltshire Council to become carbon neutral as an organisation by 2030

Wiltshire Council provide leadership locally and nationally, sharing learning

0   200   400   600   800   1000   1200

■ Strongly agree   ■ Agree   ■ Neither agree or disagree   ■ Disagree   ■ Strongly disagree   ■ blank

Carbon neutral council comments

Number of mentions

Category	Less emphasis	More emphasis
Climate embedded in decisions		22
Greener procurement		12
Estate saving and generating energy		10
Reducing emissions		4
Promoting use of green fleet		3
Sustainable investment		2
Scope 3		2
Other	1	7
Focus on council	14	

■ Less emphasis ■ More emphasis

Embedding climate considerations into all council decisions; sustainable procurement by the council; retrofitting energy efficiency measures and increasing renewable generation on the council's own estate were raised the most in this section. Fleet, investments and more information about how Scope 3 emissions (not directly controlled by the council) and embodied carbon are calculated and addressed were also mentioned.

Some comments said that as council emissions are such a small proportion of Wiltshire overall they should have less emphasis in the strategy.

4. Some quotes from the responses to the consultation

"Don't pander in the climate strategy: go big, or go home."

"Less reacting to small pressure groups intent on derailing the plans needed to mitigate the climate crisis e.g. back tracking on PFS [People Friendly Streets] and cycle lanes in Salisbury. You can't lead from the middle and responding to the whims of facebook groups but from the front with well argued cases for change which will appeal across the wider population."

"We do not need a handful of people doing eco methods perfectly; we just need thousands doing it imperfectly"

[Less of] *"The whole nonsense surrounding climate change which is as it has always been normal and it is human arrogance to believe we can alter or control it. Many believe that the "green" movement has little or nothing to do with the environment but is basically a Marxist organisation devoted to the destruction of the capitalist*

system. Reference to the appalling Agenda 21 as espoused by the UN should give us all food for thought!"

"Invest in and empower climate team and the Climate Emergency Task Group, through additional resources, to deliver solutions from aspirations."

5. Conclusions and next steps

The respondents to the survey want to see Wiltshire Council make urgent changes to ensure carbon reduction in Wiltshire. In order to have confidence in this process they are looking for targets, timelines and tonnes of carbon reduced for each action. They want to see Wiltshire Council sharing how it has reduced its own emissions, use its powers to influence housing and transport and work with and support others such as businesses and farmers to make changes. They also want to see Wiltshire Council embedding climate considerations into decision making and communicating the urgency and importance of action on climate change.

The final strategy is scheduled for adoption at Full Council on 15 February 2022. Delivery plans will be developed which show targets, activities, review dates and include how progress will be monitored and learned from. The comments from the survey which relate to delivery ideas will be included as part of this process.

Given how much there is to achieve, the Climate Team will be reaching out within Wiltshire Council and beyond to engage the residents and stakeholders of Wiltshire, developing two way dialogue and information sharing and collaborating where possible.

Annex A - Consultation activity summary

Webinars

A key consideration within this consultation was to go beyond the interest groups and make sure a representative group were reached. Activities to broaden the reach of the consultation were school events, library events and specific promotion to those with a disability or learning difficulty and Black and Minority Ethnic (BME) groups. We produced an Easy Read version of the draft Climate Strategy which was promoted and shared with The Good Lives Alliance, Wiltshire Centre for Independent Living and other groups that work with young people and those who have a learning difficulty or English is not their first language.

The council communications team produced a suite of press releases, Facebook posts, residents and business e-news, and tweets which were published before, during and after the consultation period externally and internally. These promoted the webinars which were held for Wiltshire Council staff, Wiltshire councillors and Area Board environment leads as well as three public engagement webinars. In total 426 people attended the webinars. Area Board Chairs made a chairman's announcement directing people to the consultations.

At all of the webinars, the Climate and GBI strategies were introduced by councillors and presented by officers, then councillors answered questions both submitted in advance and on the day. Written answers were published on the Wiltshire Council website for all 107 questions submitted through the sessions.

Online engagement

Total posts	Total clicks	Total reach	Total impressions unique users	Total retweets / shares	Total likes	Total comments
46	517	623,139	85,888	163	97	23

Website views before, during and after the consultation
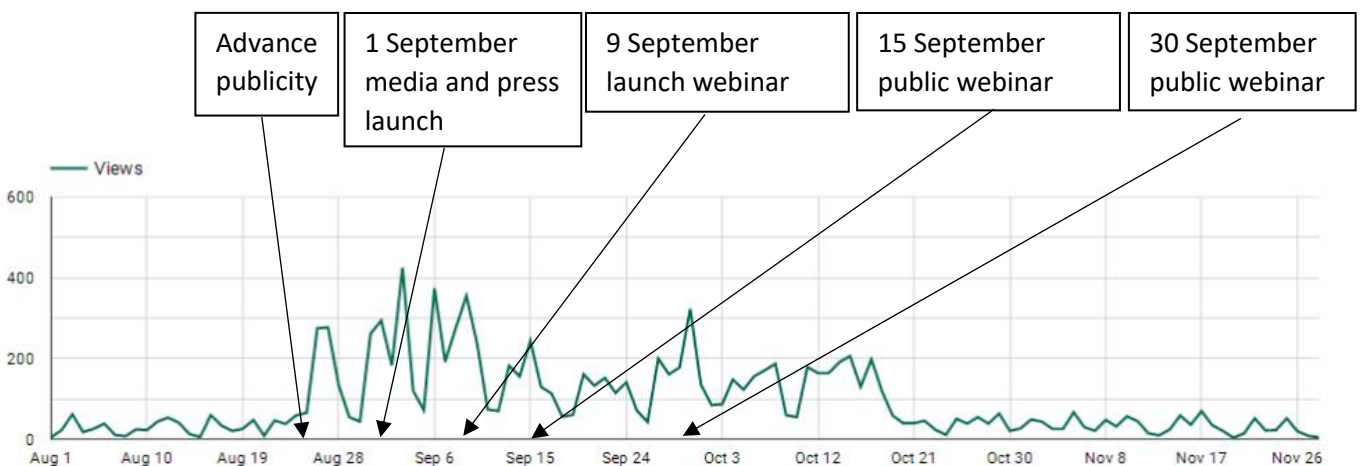
There were 4734 visits to the climate consultation webpage between 1 August – 17 October 2021, of which 2583 were new visitors. The total user ranking for that period matches popular pages such as road closures, missed bin collection, and concessionary bus passes. The graph above shows how the number of views varied before and during the consultation period, with key promotion events approximately marked on the timeline. It is clear that the consultation had an uplift effect on visits to the website for the period until the 17th of October and that levels of views returned to lower levels following the consultation.

Media coverage

There was good coverage of the consultation in the local media, with stories covering the launch, comments from Wiltshire Climate Alliance around lack of urgency, and the #WiltsCanDoThis communications campaign. Articles were included on the BBC website, Melksham News, Planet Radio, Salisbury Journal, Wiltshire Times, White Horse News and the Wiltshire Gazette and Herald.

People with a disability or learning difficulty

The Climate Team promoted the consultation and the Easy Read summary of the Strategy via The Good Lives Alliance and other departments within Wiltshire Council. The Wiltshire Centre for Independent Living assisted with the development of the Easy Read summary of the Strategy, promoted the consultation and offered assistance in completing the survey. They also promoted and ran a facilitated session with a small group of disabled people on the 12th of October in Devizes to get their views, which have been integrated into the results.

Young people through school sessions

Working with the Children and Young People advisor of the Salisbury Diocese, four schools were offered sessions to present the strategy to pupils and gain their views. During the consultation period three schools accessed this offer, and 129 surveys were completed. The language of the objectives were slightly simplified, and the demographics questions were shorter, as well as being presented on a paper form rather than online. The sessions were run with 5 classes, covering Religious Education, Science and Geography classes and school years 7,10, 12 and 13. The young people were interested in the strategy and were enthusiastic about green jobs. They asked about the level of influence of the council, considered safety of active travel and the cost of net zero homes and electric vehicles. There was interest from all the schools to participate in further work.

Digitally excluded

Significant efforts we made to reach people who could not access the consultation online. This included posters in all libraries, leisure centres and parish notice boards and a reference copy of the strategy in every library (including mobile libraries)

An informal public session was held in each of four libraries (Devizes, Chippenham, Trowbridge and Salisbury) on market days where relevant. These were promoted through press releases and on A boards in the town on the day, and gave residents an opportunity to ask questions and discuss the strategies.

Within these libraries, displays of books related to climate change and nature were organised by the library staff which also had a poster directing people to the strategy survey and a reference copy of the strategies was available in all libraires.

Questions were answered around business waste, community and personal action, retrofit, planned house building and cycling provision. Discussions were had around recent climate protests, action by Town and Parish Councils, the different responsibilities of residents, businesses and government. The views from these sessions have been integrated into the results.

The level of interest at the sessions varied, in quieter sessions staff approached people gently to try to open a conversation about climate change or the natural environment. This is not an easy subject to raise with people, however these events gave valuable insight into current wider levels of awareness and action on climate change, and awareness and concern was heard, especially from those with children or grandchildren.

Annex B - Reach of the consultation

Promotion of the survey concentrated on achieving a wide spread in geography, demographics and opinion. The results have been compared with statistics from Wiltshire Intelligence and Office for National Statistics data.

Geographical spread

The map shows that those who provided a postcode mostly lived in the Wiltshire county area, with only two in Gloucestershire.
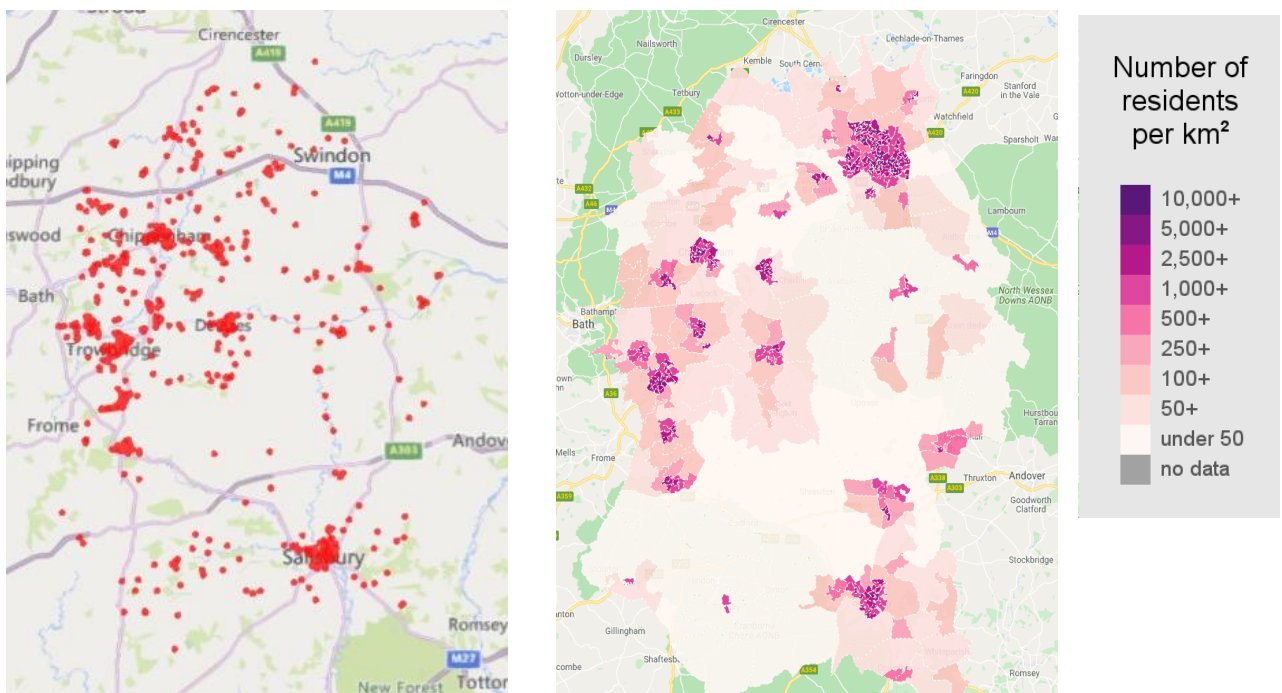
Geographical distribution of respondents was visibly well spread over the county. When compared with the heat map[1] of number of residents per km^2 it is possible to see that the clusters of responses map well against the population centres in most settlements in the target area, with the exceptions of Tidworth and Amesbury. These are communities with high military populations who move frequently, making them harder to reach. This shows future work required to raise awareness and improve communications with groups and individuals in these communities.

Age

The proportion of survey responses varied significantly between age groups. People up to the ages of 44 were under represented compared with the Wiltshire population, whereas those 55 to 64 were over represented. The response rate from over 65s and 45-54 year olds broadly matched the Wiltshire population.

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[1] Heatmap from plumplot.co.uk using OS data

% Respondent ages compared with County
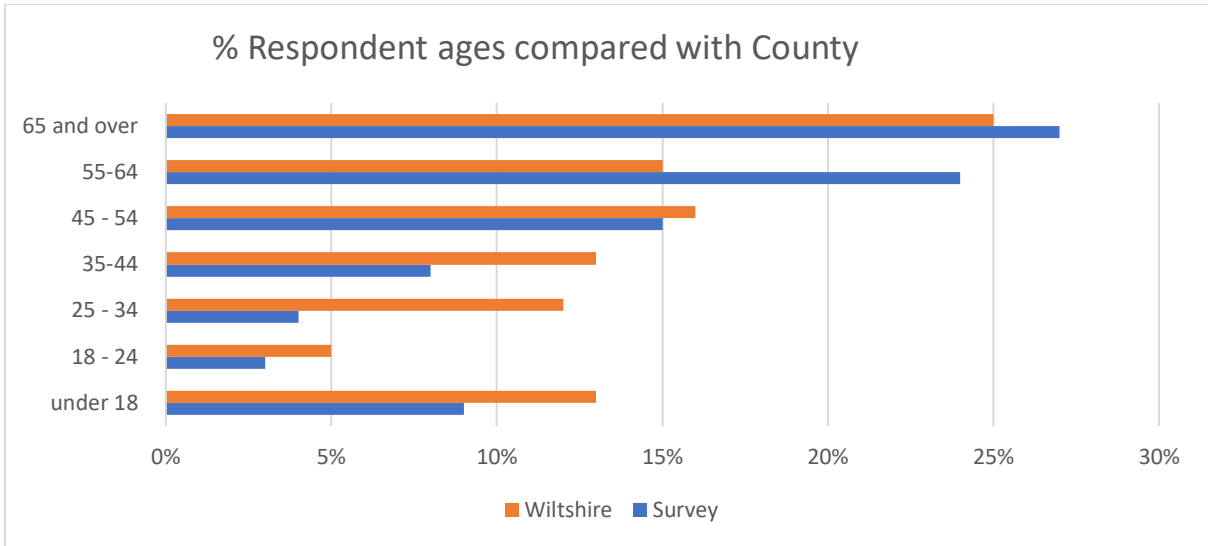
Gender

The county statistics used do not recognise genders other than male or female, which makes comparison somewhat more inaccurate. However, of those who gave an answer from the survey, 46% were male, 53% female and 1% another gender. This compares favourably with the county statistics of 49% male and 51% female.

% Gender of respondents compared with County
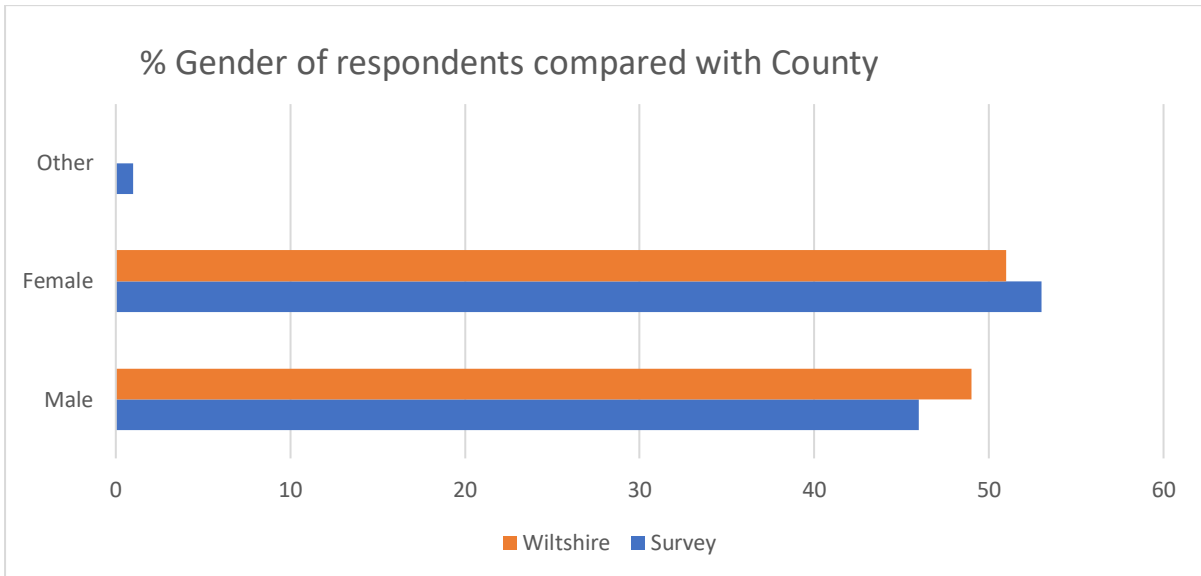
Disability

Of those who gave an answer to this question, 14% said that they had a disability or long term health condition compared with 9% of Wiltshire as a whole.

% respondents with disability or long term health condition compared with County

- % Wilts population
- % responses
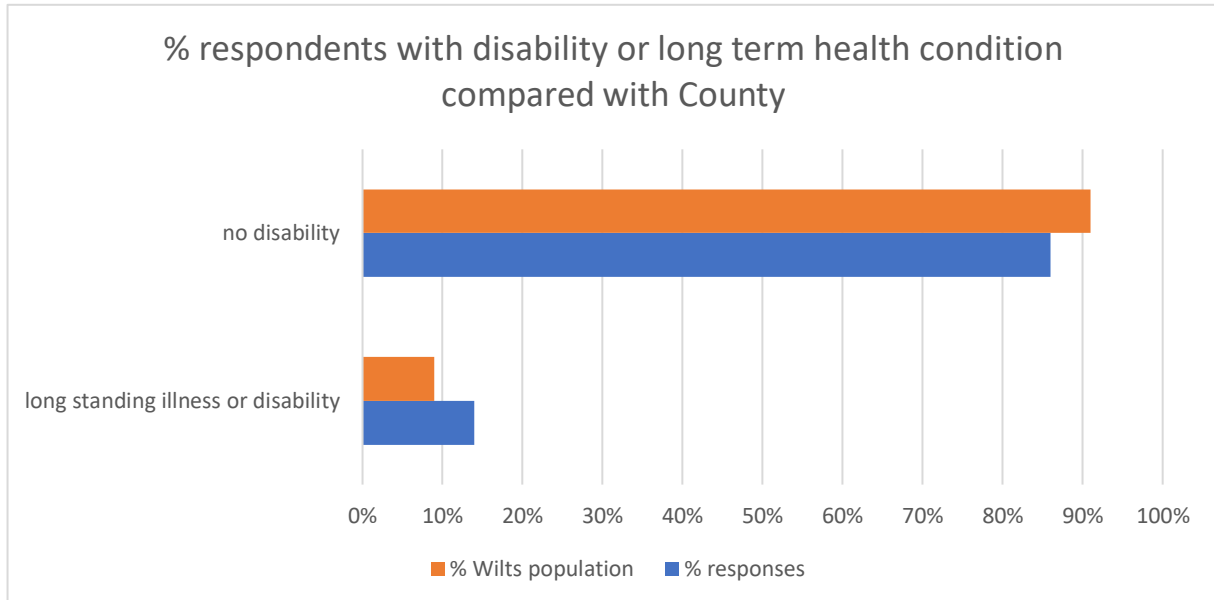
Ethnic Origin

Of those who gave an answer from the survey, 96.5% said that they were white, and 3.5% said that they were Black or another minority ethnicity (BME). This mirrors the statistics for Wiltshire (excluding Swindon) which are 96.6% white and 3.4% BME. Efforts were made to contact and involve faith leaders as well as the Wiltshire Racial Equality Council and through the Wiltshire Council Black History Month conference in early October. Still, more could be done to involve and communicate with these groups.

% Ethnicities of respondents compared with County

- Wiltshire
- Survey
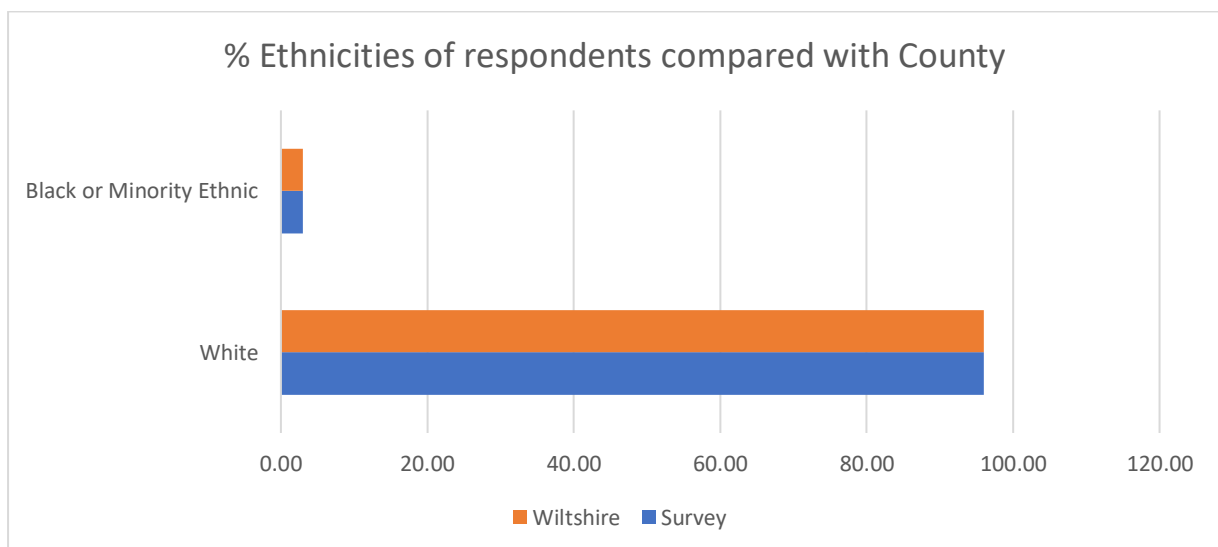
Household Income

All the income brackets have some responses, with the lowest bracket the least well represented. Nearly a third of respondents preferred not to answer the question. The school survey did not include this question. Although efforts have been made to find comparison data, this has not been successful.

% of responses by Income Bracket
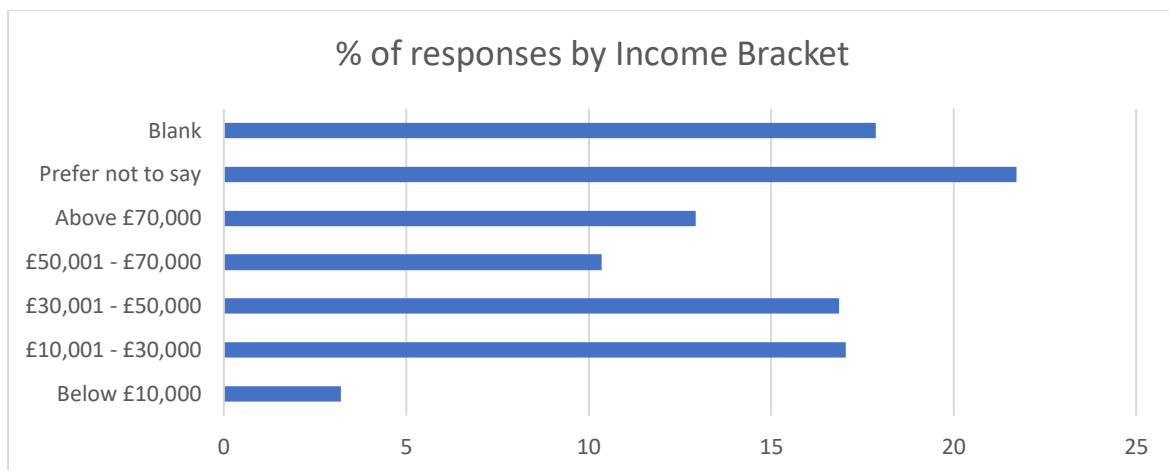
Annex C – Responses from Organisations

Given the intention to reach those who are not already highly motivated and informed and reach those who may be more representative of the Wiltshire population, the survey asked if respondents are a member of a local environmental organisation. One third said that they were and many named more than one organisation when asked.

Members of a local environmental organisation

Are you a member of a local environmental group?

■ Yes ■ No ■ Blank
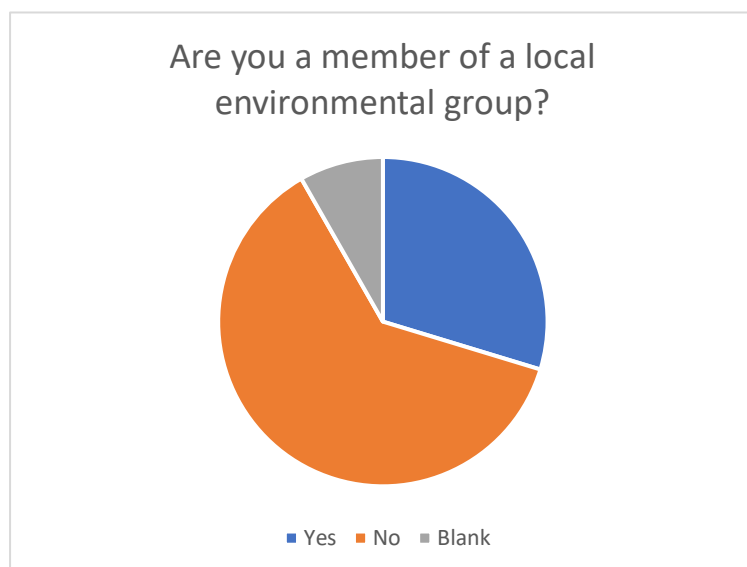
Organisations that are mentioned most

The table shows the number of times membership of local environmental organisations were mentioned by respondents for the most frequently mentioned groups. All mentions were counted, so if a respondent said they were a member of three different organisations these organisations were recorded.

Are you a member of a local environmental organisation?	Number of mentions
Wiltshire Wildlife Trust	52
Wiltshire Climate Alliance	43
Climate Friendly Bradford on Avon	21
Sustainable Devizes	14
Green Party	12
Sustainable Warminster	10
Sustainable Calne	10
Transcoco	9
Salisbury Transition City	8
Carbon Neutral Aldbourne	8
Zero Chippenham	8
Trowbridge Eco Group	7
Royal Wootton Bassett Env group	6

Sustainable Sherston	6
Extinction Rebellion	5
Malmesbury groups	4
Friends of the Earth	3

Local environmental organisations mentioned

Below is a list of all the different organisations mentioned by respondents when asked if they were a member of a local environmental organisation. This shows the spread of the different possible stakeholders for further engagement and joint work.

Action for the River Kennett
Active Travel Salisbury
Aldbourne Carbon Neutral
Aldbourne Wildlife
Avon Needs Trees
Barton Farm Conservation Volunteers
Bremzero
Bristol River Avon Bioregion Group
British Association of Shooting and Conservation
British Cycling
Bushton and Clyffe Pypard
Butterfly Conservation
BWCE
CEAG
Chippenham Devizes and North Wilts Green Party
Citizens Climate Lobby (UK)
COGS
Colerne Parish Council Climate Strategy Working Group
Corsham Council Environment Group
Cotswold AONB
Cotswold Water Park Trust
Countryside Alliance
CPRE and CPRE Wiltshire
Cricklade Climate Action Network
Cycling UK (Wiltshire)
Devizes Group, Citizens' Climate Lobby UK
Drews Pond Wood Project
Eco Bromham
Extinction Rebellion (BoA, Frome, Salisbury and Chippenham)
Friends of Marden Valley
Friends of River Frome
Friends of the Earth
Fruitful Malmesbury
Green Party and Green Party (Wiltshire)
Green Party (North Wilts)
Green Party (Salisbury)
Greenpeace
Hullavington Sustainability Group
Kennet and Avon River Trust

LEAF
Malmesbury Against Plastic
Malmesbury Climate Action Network
Malmesbury River Valleys Trust
Marlborough Community Fridge
Melksham Energy Group
MSFAG
Murhill Bank Nature Reserve
Nadder Community Energy
National Trust
Nature Chain
Pauls Dene verges group
Pewsey Roots and Shoots
Planet Shaftesbury
Plantlife
Quakers Walk Community Biodiversity Group
Royal Wootton Bassett Environment Group
RSPB
Salisbury & Wilton Swifts
Salisbury Area Greenspace Partnership
Salisbury Community Energy
Salisbury Methodist church Eco group
Salisbury Transition City
slow food
SPTA Conservation Group
St Andrews Chippenham Social Responsibility
St Andrews Laverstock
St John's Gastard
St. Andrew's Church Castle Combe
St.Mark and St.Andrew Salisbury
Stop The Melksham Bypass
Sustainable Calne
Sustainable Devizes
Sustainable Sherston
Sustainable Warminster
Teco
The Green Party
The Ramblers
The Woodland Trust
Tisbury Natural History Society
Transcoco
Transition Marlborough
Trowbridge environmental community
U3a Sustainable Planet
Urchfont Parish Council
Westbury Town Council
Westwood Biodiversity Group
Wild Colerne
Wiltshire Climate Alliance
Wiltshire Ornithological Society

Wiltshire Wildlife Conservation Volunteers
Wiltshire Wildlife Trust
WWF
Zero Chippenham

Organisations that responded to the consultation or the survey

The lists below are organisations that responded to the consultation in alphabetical order, grouped by type. There are 77 organisations and a further 5 responses from within Wiltshire Council.

Parish Councils

Aldbourne Parish Council
Biddestone and Slaughterford Parish Council
Bradford on Avon Town Council
Bremhill Parish Council
Broad Chalke Parish Council
Bromham Parish Council
Calne Town Council
Calne without Parish Council
Cheverell Magna Parish Council
Chippenham Town Council
Colerne Parish Council
Compton Bassett Parish Council
Corsley Parish Council
Corsham Town Council
Devizes Town Council
Dilton Marsh Parish Council
Great Bedwyn Parish Council
Malmesbury Town Council
Melksham Without Parish Council
Mere Town Council
North Bradley Parish Council
North Wraxall Parish Council
Sedgehill & Semley Parish Council
Seend Parish Council
Winsley Parish Council

Local Groups

Active Travel Salisbury
Carbon Neutral Aldbourne
Chippenham Cycle Network
Citizens Climate Lobby (Devizes)
Climate Friendly Bradford on Avon
Drews Pond Wood Project
Friends of the Down Cemetery
Salisbury & Wilton Swifts

Salisbury Civic Society Development Committee
Sustainable Warminster
Sustainable Devizes
Sustainable Calne
Sustainable Sherston
Tisbury Natural History Society
Transition Community Corsham
Wiltshire Climate Alliance
Zero Carbon Chippenham

Commercial

Bath and West Community Energy
Direct Healthcare Solutions Ltd
Eden Renewables LLC
Glentham Life Sciences Ltd.
Leafield Environmental
Nadder Community Energy
Positech Energy
Positive Nature
Orez
Redrow
Southern Tank Services Ltd
Thames Water
The Healthy Life Co
Vistry Group
Wansbroughs

Wider Stakeholders

Cranborne Chase Partnership
Environment Agency
Gloucestershire County Council
Great Western Railway
Historic England
MOD safeguarding
National Farmers Union
New Forest Park Authority
Sovereign Housing
Transwilts
The Canal & River Trust

Village Halls

Village Hall (a charity)
Figheldean Village Hall
Lydiard Millicent Parish Hall committee
Minety Village Hall
The Benson Village Hall Compton Bassett

Internal

GWCE Task group
Wiltshire Councillor
Wiltshire Council Highways
Wiltshire Council Future Chippenham
Wiltshire Council Housing and commercial

Faith Groups

Religious Society of Friends (Quakers)
St Andrews Parochial Church Council

Political Groups

Green Party (Chippenham, Devizes, North Wilts)
Labour Party (North Wiltshire Constituency)

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2022-2027

Wiltshire
CLIMATE STRATEGY

Wiltshire Council

WILTS CAN DO THIS

Foreword

Our world is changing around us, with increasing temperatures, extreme weather and risks to property, health, wildlife habitats, and food production. Climate change affects us all, but we also all have the power to do something about it.

The council has acknowledged the climate emergency and committed to becoming carbon neutral as an organisation by 2030. We are taking immediate action to tackle the climate emergency rather than waiting for this strategy and its delivery plans to be in place.

Being 'carbon neutral' and having 'net zero carbon' emissions are slightly different, so the concepts are explained in 'Our Approach' in relation to our commitments. Essentially, we need to ensure that any carbon dioxide emitted – from vehicles, homes, businesses or the land – is balanced by an equal amount taken out of the atmosphere - for example being absorbed by trees, soil or captured from factories by specialist technology. However, bearing in mind that nature absorbs carbon dioxide relatively slowly from the atmosphere and that technology to capture it is not yet available at scale, the easiest way to take action is to cut our emissions significantly. This also shifts our energy reliance from finite resources to long-term, sustainable sources of power.

This will mean making changes to the way we all live our lives. New technology will help us to enjoy our lives without emitting carbon but this will need to be accompanied by changes in the way we do things.

Research shows us that a bright future, fuelled by clean energy, is achievable and affordable. However, we need a commitment to achieving this goal and we need to put actions in place now.

We also need to adapt to impacts of climate change that will be inevitable – for example by preparing for more floods and heatwaves. However, the long-term costs of adapting will be far higher if we do not act now to minimise our impact and so the short-term investment is very worthwhile.

Climate change is a global problem, but the UK is well-placed to set an example to the world. And we want Wiltshire to be a role model for the country.

The council's ambition for Wiltshire as a county – beyond just the council's footprint – is to seek to achieve carbon neutrality by 2030 and contribute to global efforts to keep temperature increase to safe levels.

Everyone in Wiltshire is invited on this journey and we want to make sure that no-one is left behind or disadvantaged in this transition. From the older generations to the very youngest – who will be most affected by climate change – we want to invite you to help shape the future.

As a large county made up mainly of market towns with their rural hinterlands, the challenges and the opportunities to cut greenhouse gases are quite different from those in urban areas.

The purpose of this strategy is to highlight key areas that we in Wiltshire can focus on in the next five years as well as setting out some important context on policy and emissions data. This strategy is structured around seven delivery themes. A discussion of challenges and opportunities in each theme was presented in a discussion document in January 2021 so this strategy does not repeat that discussion.

We were pleased with the level of response we received to our consultation on this strategy in Autumn 2021. This final version is a longer document which incorporates feedback from the more than 1000 residents and stakeholders who responded.

Cllr Richard Clewer, Leader

Introduction

In February 2019, against a backdrop of increasing concern over climate change, the council acknowledged the **climate emergency** and committed to seek to make the county of Wiltshire carbon neutral by 2030. To this end, in July 2019 Wiltshire Council **pledged** as an organisation to become carbon neutral by 2030. A Climate Emergency Task Group was set up, gathering the views of a wide range of stakeholders to provide recommendations on ways to reduce carbon emissions.

Wiltshire Council has been working to reduce its carbon emissions for over a decade with some of the following results:

- We cut our carbon footprint by more than 80% between 2015 and 2021

- Thanks to sustained investment in renewables over time, in 2020/21 council-owned solar PV generated 727,097 kWh. Renewable electricity generation on our own estate increased by 39% compared with 2019/20.

- In October 2019, Wiltshire was named by Friends of the Earth as the most climate-friendly local authority area in England and Wales

- Energy consumption from streetlighting is being reduced by two thirds thanks to a £12 million LED programme

Significant progress has already been achieved since 2019, as reported to Cabinet and Council through six-monthly reports. We recognise however that cutting carbon emissions deeply and rapidly over the coming years is a huge challenge and that there is much more to do. We will learn from best practice elsewhere and share our skills and experience with local partners who look to us for leadership on this agenda.

The council has engaged with residents and stakeholders in Wiltshire to develop the strategy through a comprehensive consultation process. This demonstrated overwhelming support for all our climate objectives and a strong desire for the council to show leadership and do more, faster. A summary of the consultation feedback is available in the council's Cabinet papers for 1 February 2022. The Wiltshire Climate Alliance was formed in 2020 as an umbrella organisation for environmental groups across the county. These groups have been holding the council to account on its climate commitments. They have also helped to shape this draft strategy through workshops in 2020 and 2021, including two organised by the Wiltshire Climate Alliance Youth group of under 25s.

As national policy and legislation are crucial enablers of action at a local level, we are involved in influential national networks to shape and inform central government thinking. The council's leader chairs the **Countryside Climate Network**, made up of ambitious council leaders from 28 rural councils who represent over 45% of England's land area, making the case that rural communities can be at the forefront of climate action.

This strategy sets a framework for reducing emissions in Wiltshire over the next five years and for making the county resilient to climate impacts. This strategy is not a statutory document but it will influence other key council strategies and plans such as our emerging Local Plan and our Local Transport Plan. Our new Business Plan firmly reflects the objectives of this strategy: our mission states that 'we take responsibility for the environment' and 'we are on the path to carbon neutral'.

About this document

This document has deliberately been kept simple and succinct to encourage a wide readership. The council's **climate webpages** complement the strategy, including the discussion of the issues and evidence published in a Discussion Document in January 2021. Frequently Asked Questions (FAQs) are published to help explain issues such as net zero development and planning, and there is information on what residents and organisations can do to tackle climate change. The website will also provide progress updates on this strategy.

The **UK Climate Change Committee** estimates that local authorities can influence one third of emissions in their area. This makes public engagement and buy-in from organisations and businesses critical to tackling the other two thirds – as well as advocating for strong government action. This high-level strategy sets out our objectives and areas of focus while remaining flexible. As the world around us evolves in terms of knowledge, legislation and policy, technology and the market, we will adapt to take advantage of these opportunities. Detailed delivery plans will be developed, and in recognition that we are facing an emergency, we are already taking action on a number of fronts.

This strategy is not perfect. It is built on the currently available evidence base, but there are gaps in understanding and more work will need to be undertaken over time. Technical studies will be commissioned as required to address these gaps, including to help us set meaningful interim targets.

Photo: Youth climate protest. Credit: Jane Lewis-Evans

Strategy overview

Transport

Achieving zero emissions surface transport in Wiltshire is a challenge which will require action across all areas, with a significant role played by zero emissions vehicles, in conjunction with reducing trips and shifting modes. Zero emissions transport is a necessary priority, since transport produces the largest proportion of emissions in the county.

20

Homes and the Built Environment

New buildings need to be net zero carbon as soon as possible, using less energy and running on low carbon sources of electricity and heat. Existing buildings need to be retrofitted along the same principles. All buildings also need to be able to cope with the impacts of climate change.

24

Natural Environment, food and farming

A healthy natural environment is crucial to achieving net zero, and providing ways for people and wildlife to adapt to the stresses of climate change. Central to our challenge is the efficient and sensitive use of land for all our needs – local food production, preserving habitats, generating energy, absorbing carbon dioxide and providing homes.

26

Energy

We need to reduce the energy we use, as well as using low carbon forms of energy, including from microgeneration. There are also opportunities to explore in terms of 'smart' and digital solutions that help to smooth demand, and ensure fair distribution of energy and new technologies.

29

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WILTS CAN DO THIS

Green economy

We want to grow a net zero, climate resilient economy in Wiltshire. This includes opportunities for training and more jobs in green sectors, as well as building up supply chains to enable objectives in our other delivery themes.

31

Resources and waste

Using the waste hierarchy 'reduce, reuse, recycle, recover energy' helps reduce the energy and emissions associated with extracting, manufacturing, transporting and storing all the products we use.

33

Carbon Neutral Council

This section sets out the areas of work that will help Wiltshire Council become a carbon neutral organisation. The council's role also extends to providing leadership and opportunities to share knowledge and learn from one another.

35

Strategies and Targets Timeline

An overview of key government and council milestones to 2050.

40

7

"Achieving net zero is a colossal challenge and significantly more challenging than government's previous target to reduce emissions by 80% by 2050. Achieving net zero means all parts of the economy, including those that are harder to decarbonise, need to reduce emissions substantially. In some sectors, there are well-understood pathways to net zero but there is uncertainty in other sectors over how to reduce emissions. This is because it is not yet known how quickly some technologies will develop or how much individuals will be willing to change their behaviours."

National Audit Office report, December 2020

Our approach

This strategy will help Wiltshire Council – and Wiltshire's people – to lead action on climate change. We hope that residents, communities, organisations and business will join us in working towards these shared goals and principles.

We will focus on reducing carbon emissions in order to keep global temperature to below 1.5°C. However, given that the effects of climate change are already being felt, we need to plan to be able to cope with the impacts of climate change associated with a 2°C rise in global temperature. Our existing Climate Change Adaptation plan supports this and will be reviewed to reflect the most recent research into climate impacts and mitigation in Wiltshire.

During the period of this strategy we will focus on our commitment to being carbon neutral by 2030 (meaning focussing on substantially reducing emissions, before residual emissions being offset or compensated). Beyond 2030 we will aspire to be fully net zero, meaning that stricter criteria will apply to offsetting, which should be via carbon removal methods such as tree planting and 'carbon capture and storage' technologies, and for these to be sufficient we will have reduced emissions almost completely.

We will scale up existing technologies and solutions, while supporting innovation for the future.

2030
Be a carbon neutral council

2030
Wiltshire to be carbon neutral

2°C
Be resilient to the impacts of climate change

We will focus on Wiltshire-based ('territorial') emissions in the first instance as these are better understood. Although we recognise that embodied carbon in materials and in the imported goods that we buy and eat also need to be brought to net zero, this is something the council has extremely limited influence over.

The council only has direct control over 0.5% of carbon emissions in Wiltshire but can use its democratic mandate and other levers of influence to have an impact on wider emissions (see diagram), including influencing strategic partners on infrastructure projects.

Most activities to mitigate climate change involve new and smarter ways of doing things. It will be essential to involve all sectors and generations, and especially children and young people as they will be the most affected.

Principles

Our strategy and delivery plans will:

- Be inclusive – ensuring the transition to a low carbon, climate resilient future is accessible to all sectors of society, including our rural communities and businesses.

- Be evidence led – using the best available science and analysis, while working to increase knowledge in areas where there are gaps. Our evidence base has been informed by feedback from a wide range of stakeholders.

- Follow the Greenhouse Gas Hierarchy, making sure that low carbon technologies and offsetting do not take the focus away from reducing energy use in the first place.

- Deliver co-benefits – where action to tackle carbon emissions also yields health or financial benefits, such as air quality and physical exercise benefits from walking and cycling.

- Further embedding climate considerations in decision-making.

Local Authority spheres of influence

Direct control: e.g. Council's operation, buildings, fleet, streetlights

Indirect control: e.g. Buying, goods and services, investments, business travel

Regulatory role: e.g. Planning, licensing

Leadership and demonstration: Leading by example. Showcasing and rewarding good practice

Partnerships: Joint delivery, convening, co-ordinating, supporting

Enabling and engaging: e.g. Inspiring action, providing information

Photo: Caen Hill Locks

Context

This strategy identifies areas of focus for climate action for the period 2022-2027. Given that we are tackling an emergency, we are taking immediate action rather than waiting for this strategy and its delivery plans to be in place. Immediate opportunities are highlighted ❗, while we also include the wider challenge and objectives for the longer-term.

International and national bodies, such as the UK Committee on Climate Change (CCC) and the **International Energy Agency** have given clear messages that governments are not yet doing enough but that there is a viable way to achieve net zero and avoid the worst impacts of climate change. We are currently on course for 3-4°C of warming but with a concerted international effort and investment, limiting warming to 1.5°C is possible, as per the UN Paris Agreement. The Glasgow Climate Pact resulting from the COP26 conference in November 2021 is likely to lead to 2.4°C warming if all countries follow through on their commitments. However there are plans for swift follow up and tightening of targets to achieve the Paris goal.

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National

2050
UK to become carbon neutral

2030
68% reduction in carbon emissions

1.5°C
Keep UK temperature rise below 2°C while aiming for 1.5°C

International

1.5°C
Keep global temperature rise below 2°C while aiming for 1.5°C

> **The 2020s must be the decisive decade of progress and action.**
>
> **Climate Change Committee sixth carbon budget**

Photo: Malmesbury aerial view

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Britain's emissions have fallen for the last eight years in a row and are now 48.8% below 1990 levels. UK emissions dropped by 9% in 2020, mainly due to the large reductions in road transport during nationwide lockdowns and the reductions in business activity.

350ppm
SAFE

450ppm
UNSAFE
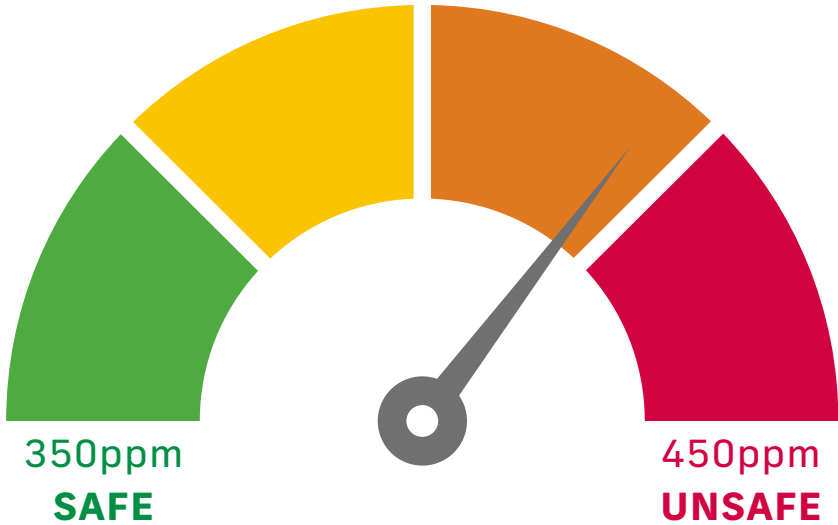
The currents level of carbon dioxide in the atmosphere peaked at 420pp, in May 2021

Photo: Westbury White Horse

Financing our ambitions

This is a very challenging time for local government finances across the country. Nonetheless, since the council acknowledged a climate emergency, it has already allocated £88m capital and £3.9m revenue to deliver on its climate programme - but we know much more will be needed. The council will use invest to save principles for its own assets while recognising that research by Surrey County Council indicates that the cost of reaching net zero in that county will be in the region of £3-4 billion. While Surrey is a more densely populated county with more than twice the number of inhabitants, this gives an indication of the order of magnitude of investment required in Wiltshire. The majority of these costs will be funded by individuals and businesses improving their building energy performance and switching to electric vehicles; however, some council funding will be required to unlock investment and act as match funding to draw in large grants from government and other investors. The main risk recognised by the Surrey County Council study is that external funding is not available at the scale required to meet their targets.

Wiltshire Council will access government funding wherever possible and welcomes the commitment in the government's **Net Zero Strategy** to simplifying and consolidating funds for net zero initiatives and the recognition of the need for longer-term funding streams. National legislation will enforce change through replacement of vehicles and boilers, however the immediate reduction in emissions that we need will require additional action and funding. New ways of raising finance, such as green community bonds and an Environment Fund, will also need to be explored.

Photo: Corsham
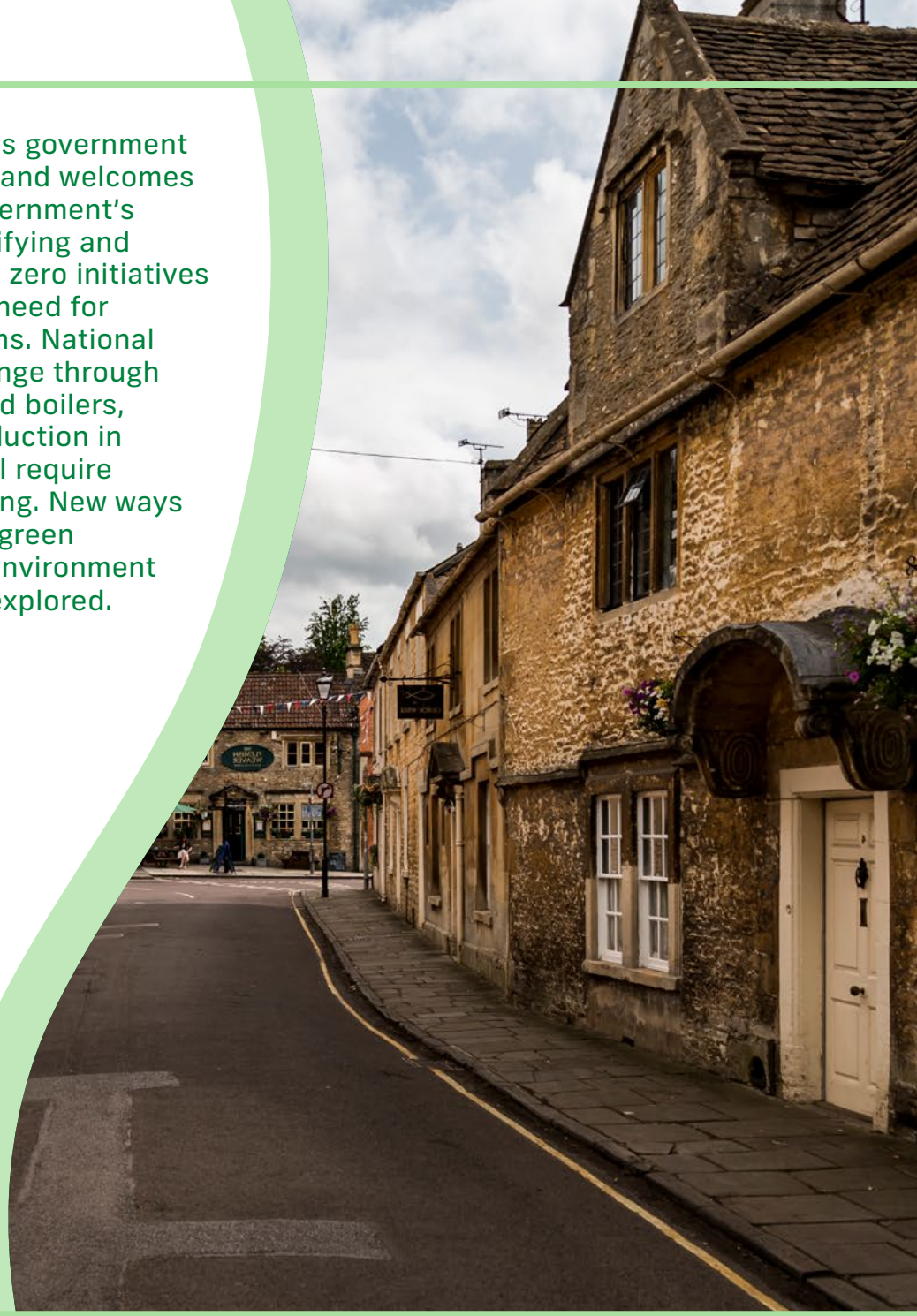
Where we are currently

To reduce emissions and work towards making Wiltshire carbon neutral, we first need to understand our emissions. The pie chart below shows the key sources of emissions in Wiltshire (chart 1). These are the territorial emissions from Wiltshire and do not take into account imported goods.

Wiltshire's renewable electricity generation accounted for approximately 6% of the county's total energy demand. Wiltshire has made rapid progress in reducing carbon emissions: while Gross Domestic Product (GDP) and number of dwellings grew in recent years, energy usage and CO_2 emissions fell (chart 2). There remains a significant way to go to decarbonise transport, reduce reliance on fossil fuels for heating, and protect and enhance carbon stored in the natural environment.

Chart 3 shows Wiltshire's territorial emissions per person per year for 2005-2019 from **government statistics**. These initially reduced in line with the regional/national averages but the rate of reduction in Wiltshire has slowed in recent years. Territorial emissions exclude the footprint of goods and services from other parts of the world which are consumed here. Wiltshire's total territorial emissions in 2019 were 2,587 $ktCO_2$.

Consumption based emissions are not available at a local authority level, however they have been **calculated** for England as a whole. England's consumption based carbon footprint (carbon dioxide, methane and nitrous oxides) was estimated to be equivalent to 652.3 million tonnes of carbon dioxide ($MtCO_2e$) in 2017, a 15.3% reduction on levels in 2001. As a proportion of total emissions in 2017, greenhouse gases emitted overseas in the production of goods and services consumed in England made up roughly half (46.3%) of the total footprint.

The **Tyndall centre** for climate change research has calculated carbon budgets to 2050 for every local authority area. These budgets set out the maximum amount of carbon dioxide that can be emitted and still limit global warming to 1.5 degrees compared to pre-industrial levels. With no change to current emissions, Wiltshire would use up all its budget within seven years.

As part of developing a delivery plan for Wiltshire, research will be carried out to find the most efficient measures to achieve carbon reduction and establish the cost of trajectories to carbon neutrality. The council has commissioned a roadmap which will model a number of emissions reduction pathways, setting out what needs to happen to get to carbon neutrality. These illustrative pathways will set out the amount of each technology required and an estimation of how much carbon would be saved by each measure where these are quantifiable.

We will use our monitoring and reporting framework to help understand the impacts of the strategy – in terms of carbon, costs and additional benefits in areas such as air quality, jobs and skills.

Chart 1: Wiltshire emissions by source, $ktCO_2$ (BEIS data, 2019)

- Transport 45%
- Industry. commercial and agriculture 29%
- Homes 26%
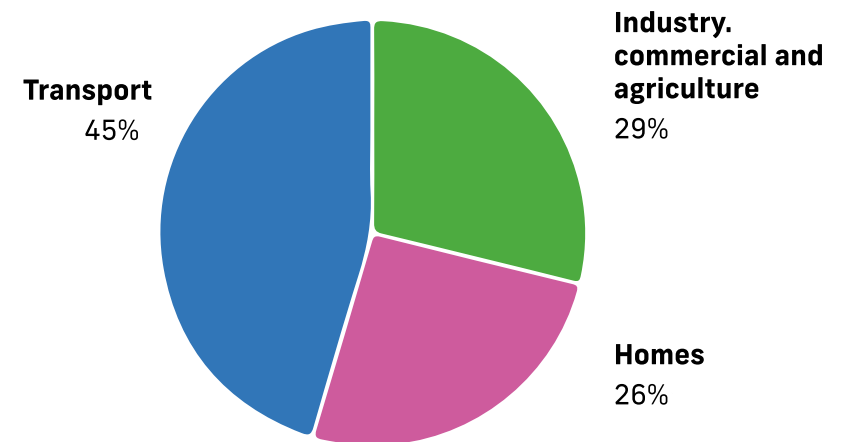
Chart 2: Relative changes in GDP, Number of dwellings, CO_2 emissions and energy demand in Wiltshire.

GDP +33%

No of dwellings +14%

Energy demand -13%

CO_2 -44%

2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018
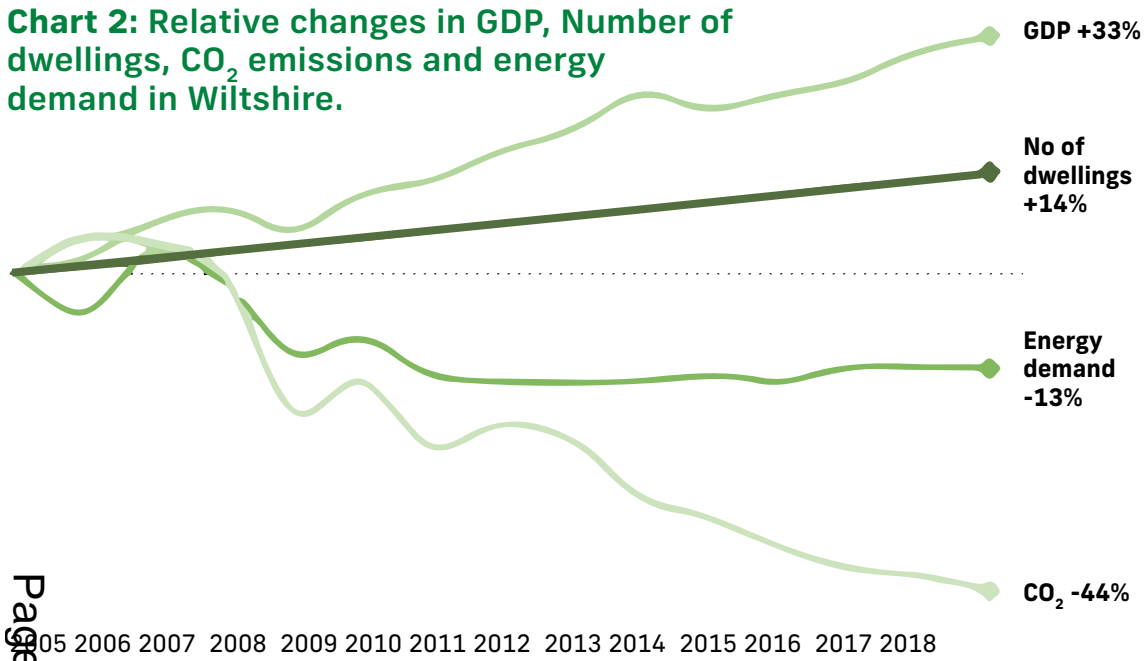
Chart 3: Change in per capita CO_2 emissions over time

tCO$_2$ per capita

11.0
10.0
9.0
8.0
7.0
6.0
5.0
4.0
3.0

2005 2007 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019

— **Wiltshire**   — **South West**   — **National**
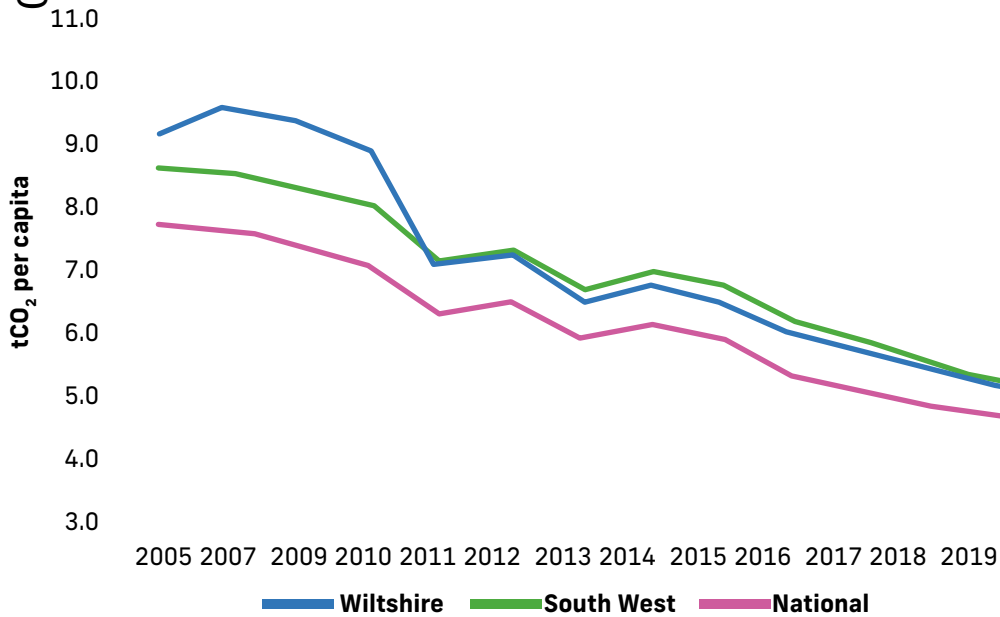
Photo: Bluebell woodland

Emissions explained

Throughout this document we use the term 'carbon' and 'carbon dioxide'. Carbon is not harmful in itself, but is used as shorthand for carbon dioxide - the gas responsible for 80% of global warming.

Other greenhouse gases also contribute to climate change, such as methane and nitrous oxides. While the charts in this section only track carbon dioxide (CO_2), we need to stop all greenhouse gases from accumulating in the atmosphere. The actions that we put in place will also decrease the other main greenhouse gases. In 2021 the UK signed up to a **Global Methane Pledge** to reduce methane emissions – an effective and fast-acting way to address climate change.

An average person
will emit 5.2 tonnes of CO_2 per year

Return flight to Orlando
will emit 2.1 tonnes of CO_2e

Return trip to Rome
by plane will emit 0.44 tonnes of CO_2e

by train will emit 0.01 tonnes of CO_2e

by car will emit 0.16 tonnes of CO_2e
(with four people travelling)

An area the size of Wiltshire
completely covered with trees could absorb only 1/3 of our county's annual emissions.

Figures calculated using BEIS data, 2019 and carbonfootprint.com

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Photo: Getty Images

How National Policy Supports our Strategy

The UK government has set a target of achieving net zero emissions across the entire country by 2050. This is in line with international goals set by the United Nations. In Wiltshire we can, and will, go further and faster.

The UK government puts supporting green jobs and the net zero carbon goal at the centre of its plans for a green recovery. It is committing significant investment towards achieving this goal, such as £1 billion for retrofitting buildings, £1.3 billion for developing electric vehicle infrastructure and £5.2 billion for new flood and coastal defences.

During the pandemic the government has made a range of climate-related announcements although some expected national strategies were delayed. National policy changed rapidly in the run up to the United Nations Climate Summit, known as COP26, held in Glasgow in 2021, which coincided with the development of this strategy. At **COP26** the commitments from all countries who signed up to the Paris Agreement were reviewed and the **Glasgow Climate Pact** was drafted. As the host nation, the UK sought to provide ambitious leadership and set interim targets to net zero by 2050: a 68% reduction on 1990 emissions by 2030 and a 78% reduction by 2035.

The message from national government and independent studies is that many of the solutions we need are already understood and available. They include solar and wind power, heat pumps for buildings, electric cars – and more walking, cycling and public transport. We therefore need to base our immediate action on existing technology and behaviour change, while innovating for the longer-term.

The UK Committee on Climate Change (CCC) **Sixth Carbon Budget Report**, (December 2020) provided specific scenarios and recommendations for transition to net zero for each sector. The report is clear that we still have the opportunity to turn the situation around and it is achievable, and affordable.

Many of these measures will deliver co-benefits, for example the woodlands and green corridors created to absorb carbon will also boost wildlife and provide accessible green spaces which is of proven benefit to physical and mental health and wellbeing.

There is a recognition in the **Environment Act** of the negative impact that climate change is having on biodiversity and the benefits that the natural environment can provide in mitigating over-heating and winter flooding. The Environment Act also contains legal provision to overhaul how waste is managed in the UK, with a focus on treating waste as a resource; increasing levels of recycling; and making producers responsible for meeting the costs of collecting and processing of packaging waste.

The **10 Point Plan**, **Net Zero Strategy**, **Heat and Buildings Strategy** and the Sixth Carbon Budget report set out very clear intentions on our national direction of travel as shown in the illustration.

This context allows us to be ambitious but also means that we need to stay flexible. This will enable us to adapt to changes in national policy and technologies.

As national policy and legislation are a crucial enablers of action at a local level, we are involved in influential national networks to shape and inform central government thinking in this area. The council's Leader chairs the **Countryside Climate Network**, made up of ambitious council leaders from 28 predominantly rural councils who represent over 45% of England's land area, making the case that rural communities can be at the forefront of climate action.

National Intentions

More journeys by public transport, walking and cycling

Thousands of jobs created in green sectors
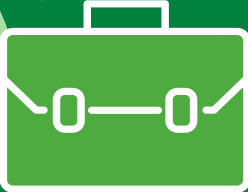
More renewable energy, including offshore wind, hydrogen and nuclear

More electric vehicles

Grid evolution, smart energy generation and storage technologies

Delivery themes

❗ = starting immediately

Wiltshire has a beautiful natural environment with rural villages as well as more urban settlements. Using the government's **definition of rurality** and government designated Output Areas from the 2011 Census, our population is split roughly equally between urban and rural areas.

The strategy for tackling climate change in Wiltshire is structured around seven delivery themes. These are presented separately, but there is a large amount of overlap between the themes. For example decisions on where we locate homes and employment (built environment) will affect travel patterns (transport). Reducing energy consumption (energy) underpins other delivery themes such as avoiding trips (transport) and building net zero carbon homes (built environment). How we use land will impact all the themes - for renewable energy, tree planting, food or the built environment.

As would perhaps be expected in a rural county, the largest carbon emitter and our first delivery theme is transport. The natural environment, which featured as a key topic in engagement, is also a wide-ranging theme with many objectives.

The diagram on the next page illustrates the connections between the themes.

This strategy does not set out specific actions and targets; these will follow via delivery plans which will provide more detail on how the objectives will be delivered.

52.6%

URBAN POPULATION

47.3%

RURAL POPULATION

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How we build new homes and retrofit existing ones is an important part of the delivery themes of **Home and the Built Environment**, but how we do this also impacts, and is related to, the other delivery themes as well.

By aiming to be a **Carbon Neutral Council** we can look to lead by example with our ten year council home retrofit scheme and pilot of zero carbon builds

Adaption and Nature based solutions

Energy efficiency and micro-generation

Transport

Waste

New development should include biodiversity net gain and wider links to a network of green spaces

Introduce passive cooling measures

Switch to water efficient appliances

Green roofs

The location of the home can affect the travel available to residents

Solar PV and/or solar thermal

Loft insulation

Residents' behaviour alongside options available for disposal will impact on waste

Tree planting to create shade, cooling and biodiversity

Solar shading

Fit insect screens

Relocate appliances

Energy efficient lighting and appliances

Cavity or solid wall insulation

Double, triple or secondary glazing on windows

Raise electrical sockets

Harvest rain water

Electric vehicle

Underfloor insulation

Low carbon heat source – air or ground source heat pump, hydrogen boiler or district heating

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Transport

The UK Government's recent **Net Zero Strategy** builds on the **Transport Decarbonisation Plan** which sets the scene for our approach to reaching net zero for transport. Key national objectives are to end the sale of new petrol and diesel cars and vans from 2030 and requiring Local Transport Plans to set out carbon reductions in line with net zero. It is clear that in Wiltshire, a county where the car is currently the main travel mode for rural communities, an important part of the picture will be electric or other zero emissions vehicles. We also want residents to be able to choose modes of travel such as cycling, walking, shared and public transport because they are convenient, affordable, green and inclusive. 15% of Wiltshire households do not have access to a car or a van, rising to 54% of households in the lowest income quintile.

The range of public transport solutions available to us in Wiltshire means that buses will play a central role to our journeys, both in rural areas and more urban places, while railway stations can become hubs for onward travel and integration between travel modes. Evidence shows that increased cycling and walking presents us with a pleasant way to get around to shop, work, socialise, and enjoy improvements to our health, local environment and economy. The national Net Zero Strategy provides the objective that half of all journeys in towns and cities will be walked or cycled by 2030. This will be considered through implementation of the objectives and areas of focus below.

Quick progress is essential, so we will need to act across all areas of focus simultaneously.- reducing trips, shifting to active travel, using public transport and zero carbon vehicles. The Climate Strategy objectives will help guide us as we develop our Local Transport Plan, Local Plan, Bus Service Improvement Plans, and Local Cycling and Walking Infrastructure Plans. Our Local Transport Plan in particular will work out the best mix of transport and travel solutions to help us achieve zero emissions.

Objectives

- To achieve a transport system in Wiltshire that has zero carbon emissions, acknowledging the different solutions for our towns and city versus rural villages
- Creating the infrastructure for increased walking, cycling, shared and public transport and use of alternative fuels, including electric vehicle charging points
- Achieving high-quality public transport and transport hubs that offer a pleasant and convenient way to get around, and seamless combined journeys
- Locating and designing new developments to reduce the need to travel

A zero carbon mobility and transport system will:

Avoid unnecessary travel – reducing the need to travel through digital options, rationalising and combining journeys and locating services, homes and jobs within reach

Shift to more sustainable modes of transport – achieving mobility and accessibility though public transport, and walking and cycling in our towns and city

Improve vehicles and infrastructure – while hydrogen and other alternative fuels are being tested and developed, we know that electric vehicles need to be part of the immediate solution

Our areas of focus

Wiltshire Council will:

! Better understand our carbon baseline and forecast, and the impact of different transport actions

! Develop and implement a new Wiltshire Local Transport Plan, Local Plan and Green and Blue Infrastructure Strategy in line with our climate objectives that will set out plans and policies to help achieve the vision for sustainable mobility and transport in Wiltshire

! Explore how the council can best support infrastructure to encourage the uptake of all types of zero carbon vehicles by Wiltshire residents and businesses, through **Wiltshire Council's Electric Vehicle Charging Infrastructure Plan** and other future plans

! Produce Local Cycling and Walking Infrastructure Plans for Wiltshire and the major settlements to unlock further Government funding for measures

● Use planning powers and regeneration programmes to increase accessibility to local services and facilities, creating places that enable local living, and explore the potential for '20 minute' neighbourhoods or similar concepts for Wiltshire

● Through Wiltshire's ambitious **Bus Service Improvement Plan** we will unlock grant funding for public transport in the government's National Bus Strategy and deliver a high quality, lower fare, higher frequency, and greener public transport network. We will build upon the existing rural transport network, including through more Demand Responsive (DRT) type operations

● Building on lessons learned in the pandemic and new working patterns, revise and implement the Wiltshire Council travel plan for the council's 4,500 staff

Using our influence and partnerships we will:

! As part of the Local Transport Plan, develop a vision for sustainable mobility and transport in Wiltshire as a basis for the changes needed to achieve zero carbon travel

! Encourage town and parish councils to help develop and deliver infrastructure that links with the wider sustainable transport network, such as Town Cycle Networks as they become updated into Local Cycling and Walking Infrastructure Plans

● Work with the rail industry to help enhance train services, deliver required infrastructure, including new stations, and improve rail's inter-connectivity with the wider transport system

● Encourage schools to develop and update nationally accredited green travel plans through the Modeshift STARS scheme. Continue to work with schools to explore and deliver initiatives to support safe walking and cycling

● Develop an active travel network that is inclusive, safe and enjoyable to use, meets the latest design guidance where feasible and embraces new modes such as e-bikes, non-standard cycles, e-scooters and cargo bikes. Routes can coincide with the Rights of Way network, canals, green open spaces and wildlife corridors where appropriate

● Ensure that infrastructure is resilient to the impacts of climate change, such as flooding, extreme heat, storms and power outages

● Make use of available tools, such as government funded initiatives, behaviour change campaigns and community organisations and networks to deliver zero carbon transport in Wiltshire

● Reduce transport emissions through

planning policy, guidance for good design and the next Local Transport Plan

- Work to further increase access to high-speed broadband, to enable digital options including home working, and encourage businesses to embrace these options building on the success of the Wiltshire Online broadband project

- Encourage recovery and ongoing support of the local economy, building on trends to shop local during the pandemic

- Promote local tourism as well as having a 'green travel offer' available for our visitors

- Work with parish and town councils and community groups to support car clubs, car sharing and community and public transport, making use of zero or low emissions vehicles where viable

- Explore the potential for local delivery hubs, and coordinated, low-carbon forms of transport such as cargo bikes for the last mile of deliveries in towns. Support the provision of intermodal and other rail freight terminals in suitable areas

- Work with partners to move to ultra-low emissions vehicles for public transport, and to carbon neutral fuels for heavy fleet vehicles

One thing you can do: reduce your carbon footprint by using the bus or cycling when going on short trips

Photo: Salisbury Reds Bus

Homes and the built environment

Ensuring new development is built to net zero carbon standards as soon as possible is a key theme from all engagement to date, so during the course of the climate strategy consultation we published a set of **frequently asked questions** on our website to answer many of the issues raised in relation to this and other topics. The current review of the Wiltshire Local Plan is one of our main ways as a council to influence the new built environment of Wiltshire, and our new Local Plan is aiming to set out policies for building to net zero carbon standards within the constraints of the national planning system and housing market.

However, it is not just new buildings that need to be net zero because they make up a very small proportion of all buildings in Wiltshire. We also need to retrofit existing buildings so that they are energy efficient, use low carbon sources of energy and are resilient to climate change. The Committee for Climate Change highlights 'there is broad scope for variation in the overall heat mix, and in the precise mix of technologies deployed'. Research for the strategy (including by the Climate Emergency Task Group) shows that there are different types of retrofit technologies: well-established such as insulation; technologies that are becoming more widely used such as air source heat pumps and emerging but tested newer technologies such as Energiesprong.

Whilst hydrogen is seen as having a role complementing the energy system, in particular in relation to harder to decarbonise industries, the decision on any role it may play in building heating will not be taken until 2026. The **Net Zero Strategy** and the **Heat and Buildings Strategy** do however both show heat pumps having an important role, in particular for the period of this climate strategy, with the government's stated aim to significantly increase the uptake and market for these. The key therefore is that we don't wait for new technologies but move forward with what we can now, learning from others including the council's own work programmes.

Objectives

- New buildings, including homes, to be net zero carbon and adaptable to climate change as soon as possible (including measures such as water efficiency)

- Existing buildings in all sectors to be retrofitted to improve energy efficiency and decrease energy demand through low carbon technology

- New and existing buildings to be adapted to climate change for both heating and cooling, and to include measures of benefit to the wider environment where possible (see diagram on page 19 for some of the potential measures)

In relation to the existing Wiltshire housing stock, 480 homes would need to be retrofitted every week for the next eight years to get to net zero by 2030. This shows the importance of applying for retrofit funding and engaging with residents as an immediate area of focus; and partnership working in all sectors to allow us to build the supply chains and resident confidence to enable high levels of retrofit in later years.

The non-residential sector can raise specific challenges, e.g. liability and ownership issues at schools, or the many typologies of buildings with different

challenges in the industrial and commercial sectors. Access to funding, whether this is in the form of grants or the ability to borrow, will also be key.

Our areas of focus

Wiltshire Council will:

! Continue to implement the ten-year programme to retrofit all council homes to Energy Performance Certificate (EPC) B standard. This looks at whole house retrofit and includes both energy saving measures such as insulation and technologies like air source heat pumps

! Aspire for net zero carbon development by the council where viable and possible. Starting with the council's own new build development programme; a pilot project to manufacture 19 zero carbon homes (in use) off-site. Using a fabric-first approach, the homes will be all-electric with PV panels

! Use the Local Plan review as an opportunity for zero carbon standards in new builds; stronger policy on adaptation and mitigation; and improved policies on other aspects such as water use and well-considered site layouts

● Look at the council estate to find an opportunity for a case study on retrofitting a historic building

Using our influence and partnerships we will:

! Help residents to understand and engage in retrofitting their homes by information provision and active promotion

! Continue to help fuel-poor households improve the efficiency of their homes by targeted support

! Work in partnership to bid for retrofit funding

● Disseminate learning from our own programmes to partners locally and nationally. This includes via case studies

● Work in partnership to raise standards in both housing and the wider built environment, such as business and schools, utilising existing and new communication channels. This includes with social housing providers through existing partnerships

Warm and Safe Wiltshire

A fair and just transition is a key principle of the strategy. Warm and Safe Wiltshire provides home energy efficiency advice and grants to fuel-poor households.

Historic Environment

Recent research by Historic England (2019) and others shows how historic buildings can be retrofitted to help meet climate aims.

One thing you can do: reduce your carbon footprint by turning down your thermostat

Photo: Castle Combe

Natural Environment, Food and Farming

A healthy natural environment provides ecosystem services for people, wildlife and the economy, including absorbing carbon dioxide (see diagram on page 27).

Climate change is making it more important than ever to protect and enhance biodiversity, habitats and soil health. We need to reduce pollution and stress on the environment and enable ecosystems and biodiversity to thrive, be more able to adapt to climate change and support human life.

National strategies, the Environment Act and the Glasgow Climate Pact recognise that nature-based solutions and protection of the natural environment must be pursued in tandem with carbon-reduction measures.

"Wiltshire Council is responding through the "Green and Blue Infrastructure Strategy for Wiltshire – Wiltshire's Natural Environment Plan" – which establishes shared goals and aspirations for climate, biodiversity and health and wellbeing."

The food production system in the UK accounts for around 20% of national greenhouse gas emissions. The **National Food Strategy** looks at solving the problem of producing enough food while simultaneously restoring nature and absorbing carbon.

To respond to the climate and ecological emergency we will develop Wiltshire-specific targets as well as supporting government policy and legislation such as the **Net Zero Strategy**, Environment Act and 25 Year Environment Plan. Together, the Climate Strategy and the Green and Blue Infrastructure Strategy will shape delivery.

Objectives

- Efficient and environmentally sensitive use of land, providing for the needs of an increasing population and nature: food production, renewable energy generation, housing and transport, alongside woodland creation and nature recovery

- Absorbing carbon, by plants and well-managed soils

- Sustainable, low-carbon food and farming systems

- Protect and extend our network of green spaces and land and water habitats. Make best use of this network of green and blue spaces for biodiversity, active travel, recreation, cooling, shade and absorbing carbon

- Natural water management – improving climate resilience by reducing flood risk and summer droughts, and reducing water use

It will be important to value the historic, cultural and working environment that makes Wiltshire special and gives us a sense of place and identity, while making room for new solutions which may create change in our landscape and settlements.

Our areas of focus

Wiltshire Council will:

❗ Use the **Green and Blue Infrastructure Strategy** for Wiltshire as our framework for partnership working to extend and improve Wiltshire's green and blue infrastructure network, with its key goals of 'adaptation, mitigation and resilience to climate change', 'halting loss of and improving biodiversity', and 'contributing to health and wellbeing'

● Support the roll out of the **Community Environmental Toolkit**

● Plant trees and create other suitable habitats on council land where appropriate

● Develop a Wiltshire Council Tree and Woodland Planting Strategy to establish targets and advice on planting the right tree in the right place

● Continue to implement, review and update the Wiltshire Council **Climate Change Adaptation Plan**

● Improve information on the effects of climate change in Wiltshire and show what residents, business, landowners, farmers and decision-makers can do to be prepared for and resilient to climate change

Using our influence and partnerships we will:

● Work with Wiltshire stakeholders, communities and farmers on ways to reduce emissions from food and farming. Encourage and support landowners and farmers in improving soil health, water quality, woodland and other habitat creation, renewable energy and regenerative practices, including through Local Nature Recovery Strategies and the council's work with farmers on phosphate reduction

● Support landowners and community groups to enhance their green infrastructure, for example by bidding for funding

● Use our communications and networks and work with town and parish councils to support sustainable, local food growing and buying

● Be informed by Swindon and Wiltshire Local Enterprise Partnership's research to measure natural capital and use it to inform decision-making

● Recognise the role canal and river trusts play in natural flood management of our river catchments and biodiversity, and explore the potential of the canals for active travel and renewable energy generation

Photo: Getty Images

Ecosystem services

REGULATING SERVICES

Water, Air & Soil Quality

Climate & Hazard Control

Pest & Disease Control

Pollination

Soil Production

Plant Growth

SUPPORTING SERVICES

Food

Fresh Water

Building Materials

Nutrient & Water Cycling

Energy & Fuel

PROVISIONING SERVICES

Spiritual Enrichment

Cultural Heritage

Recreation & Tourism

Wellbeing

CULTURAL SERVICES
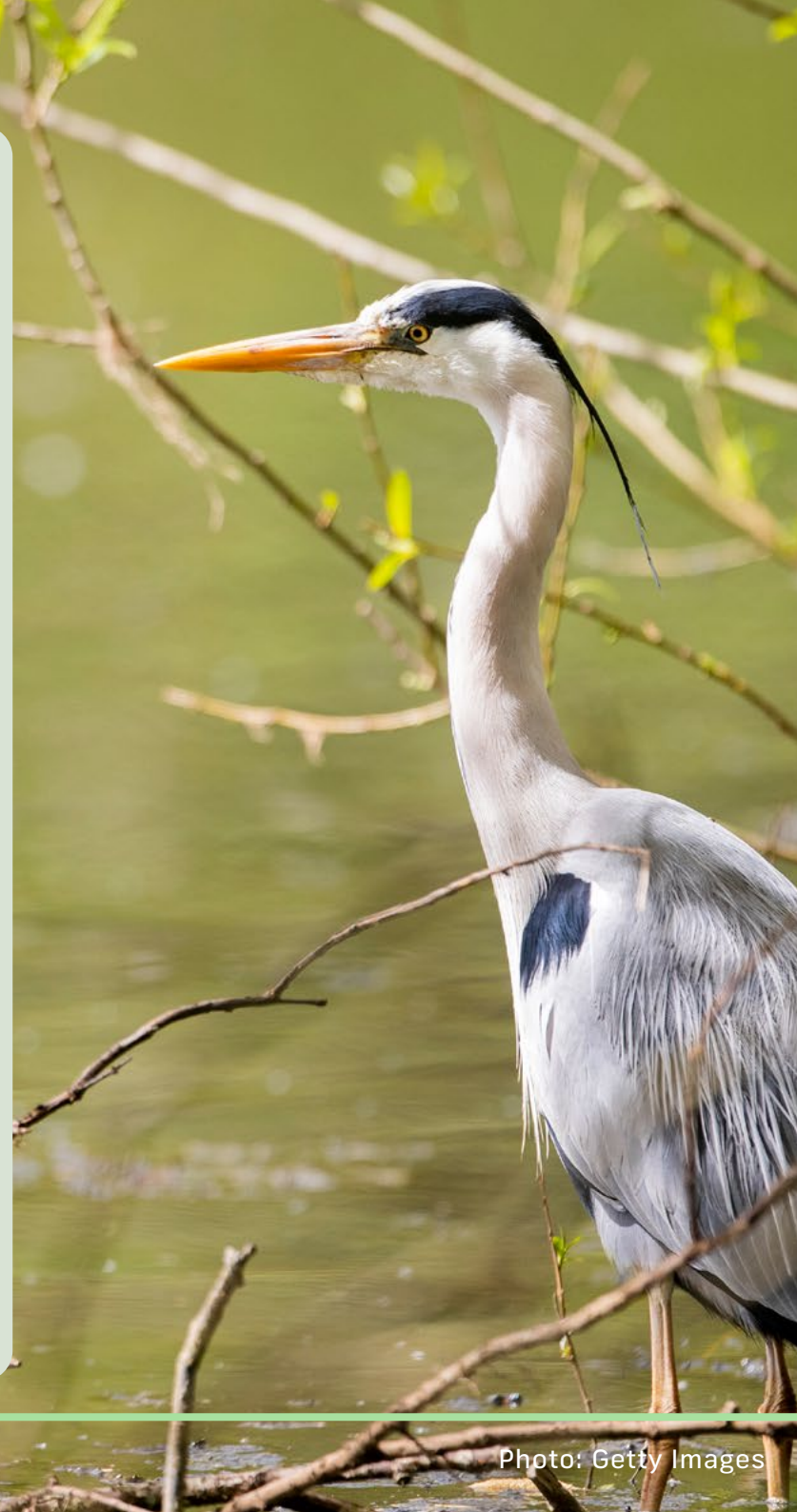
One thing you can do: peat acts as a carbon store, but damage to peatlands is leading to loss of carbon and habitat so use peat free compost in your garden, or why not try making your own, using a **food waste composter**?

Photo: Getty Images

Energy

At present the grid supplies energy on demand. Once transport and heating are electrified, there will be a much greater demand. In order to manage this **a flexible and 'smart' grid** will be needed. The UK Net Zero Strategy sets a high level of ambition, stating that all electricity will come from low carbon sources by 2035, subject to security of supply, whilst meeting a 40-60% increase in demand. In order for the grid and renewable energy supply to cope with additional demands from heat and transport, we will also need to reduce our use of energy generally, in line with the 'greenhouse gas hierarchy' (and our principles on page 8): we will need to 'save energy', use 'energy efficiency', as well as 'installing renewables', 'replacing with low emission technology', and then deal with the **unavoidable** emissions by 'compensating (through offsetting)' and 'neutralising (through carbon removals)'.

While progress has been made on decarbonising electricity by using renewable energy to power the grid, the decarbonisation of heat remains a significant challenge and potential opportunity. As we change the fuels that we use for heating, skills and supply chains will also need to adapt to provide non-fossil fuel alternatives.

Objectives:

- Existing energy use within Wiltshire to be reduced to allow for decarbonisation

- Heat and electricity to be decarbonised (moving from fossil fuels to alternatives)

Our areas of focus

Wiltshire Council will:

! Continue its multi-million pound programme to install renewable electricity and heat on council operational property and council homes where feasible (see Built Environment section)

! Carry out a Wiltshire-wide assessment of the potential for renewable energy production, using a range of technologies, to inform renewable energy targets and policies

Using our influence and partnerships we will:

! Promote the benefits of green energy tariffs to residents and partners while also encouraging energy reduction

- Raise awareness of the need to start with energy reduction, and the role of flexibility and the smart-grid, to guide changes in behaviour

- Increase renewable electricity generation including microgeneration (and associated technologies such as storage) in Wiltshire by working in partnership with others. The need for energy generation must be balanced against other land uses and this will be reviewed

- Continue to work with partners including grid operators to address grid constraints and enable alternative, new and emerging technologies

- Explore supporting community energy groups to increase local engagement in the development of renewable energy and retain economic benefits in the area

- Encourage the installation of solar energy on existing buildings for example through planning policy, partnership working and bulk buy schemes

Future technology mix

Future energy scenarios by the National Grid and the 10 Point Plan by central government both show technologies currently only at trial stage playing a large role in the move to net zero. Research by the International Energy Agency (IEA) shows existing technologies being key until 2030 with the emerging technologies starting at pace after 2030.

Using smart technology to balance demand will reduce peak energy requirement

Existing usage ⬛ Smart energy usage ⬛

Demand — High / Low
Time of day: 0 3 6 9 12 15 18 21 24
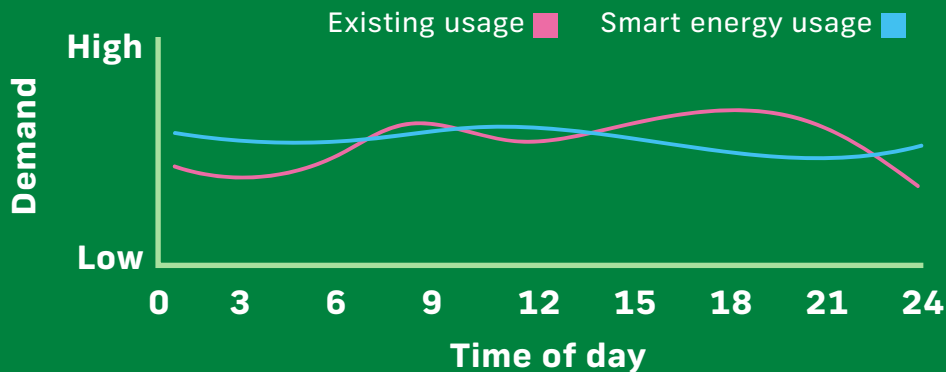
One thing you can do: switching to a green energy provider can significantly reduce your carbon footprint.

Photo: Getty Images

Green economy

To be 'green' our economic activity must avoid environmental degradation and be efficient, resilient and fair. It encompasses the circular economy (see Resources and Waste) which preserves and recycles resources. It includes investing in sectors that can support a transition to net zero alongside economic recovery as well as reducing the environmental impact of businesses and services.

This future economy will include more jobs in sectors such as renewable energy, electric vehicles and installing low carbon heating in buildings. This is a huge opportunity for Wiltshire not only in supporting our economic resilience, but also encouraging industry and businesses that enable other sectors to decarbonise. In order to ensure a fair transition, care must be taken to ensure those affected by changes in employment have opportunities to upskill and reskill for the green economy.

Objectives:

- To grow the green economy in Wiltshire, increasing capacity and skills in key sectors to meet demand and delivery targets

- Wiltshire businesses take action to be net zero and climate resilient

Our areas of focus

Wiltshire Council will:

- ❗ Stimulate the green and circular economy and local supply chains by delivering programmes in key sectors such as housing retrofit and investment in renewables

- ❗ Develop a requirement for suppliers to measure and reduce their environmental impact

- Support the growth of businesses focused on sustainability and zero carbon innovation and attract new ones to invest in the county

- Showcase what leading businesses are doing on this agenda in Wiltshire

- Promote green skills opportunities to young people through the Wiltshire and Swindon Careers Hub and encourage engagement with green jobs and apprenticeships through

Wiltshire Council Employment and Skills programmes

Using our influence and partnerships we will:

- ❗ Continue to support the social and economic vibrancy of our towns and city, and continue to promote "shop local"

- Work with the Education, Employment and Skills Action Group to identify specific needs for upskilling and reskilling of our workforce

- Work with training providers and employers to increase training for green skills. This depends on generating sufficient demand which our own council programmes will help with

- Work with local networks to support small organisations, from SMEs to local charities, to become climate resilient and sustainable

- Input to government policy and funding programmes, to make sure they are appropriate for Wiltshire residents and businesses

Number of green jobs in Wiltshire:

Number of green jobs in Wiltshire:

	15,000			
	10,000			
	5,000			
	0			
	Current (1,800)	Projected 2030 (6,856)	2050 (13,040)	
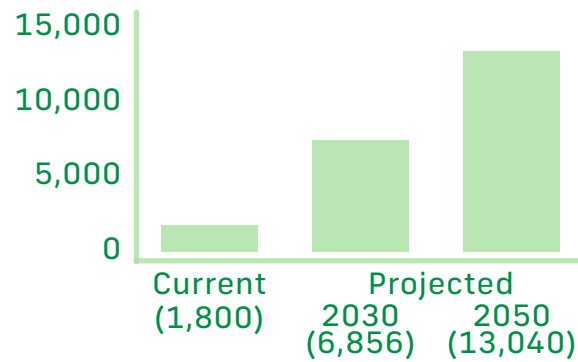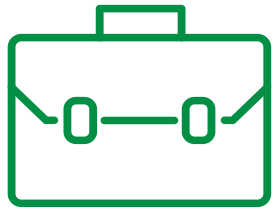
A 2020 survey of 1,000 people aged 18 to 34 found that 50 percent wanted a job in the green economy.

Good Energy Survey, 2020

One thing you can do: by sourcing a **reputable local trader** for your renewable energy or heat pump installation you'll help build local supply chains throughout Wiltshire. It is important to thoroughly insulate your home first.

Photo: Salisbury Cathedral solar panel installation   Credit: Ash Mills

Resources and waste

The council's current **household waste management strategy** follows the waste hierarchy, aiming to reduce and recycle waste as much as possible, while dealing with residual waste in the most sustainable way currently available. National policy supports generating energy from non recyclable waste, and in future is likely to require carbon capture and storage on all energy from waste plants to reduce carbon impact. Ideally we would have a lot less waste because we will be consuming less and using our resources such as metals, water, timber and plastics efficiently and this would all be managed within a circular economy.

A circular economy is one where resources are used as efficiently as possible, changing what was traditionally a linear process – using things and then throwing them away - to a circular process where value is retained and recovered within the system.

Objectives:

- Work towards a circular economy

- Work towards zero avoidable waste in Wiltshire and decarbonising the waste management process

- Manage waste in accordance with the waste hierarchy: reduce overall waste, increase the amount and quality of waste recycled and reduce the amount of waste sent to landfill

Our areas of focus

Wiltshire Council will:

! Continue to provide efficient recycling services and review the potential for expanding the range of items collected and maximising the efficiency of collections wherever possible

! Keep our household waste management strategy under review, reflecting carbon assessment of collection and disposal options, including the impact of processing waste locally or abroad, and recognising the requirements of the new Environment Act to potentially extend the scope of recycling collections, to include separated food waste

Using our influence and partnerships we will:

! Prevent waste - provide advice and information to help reduce the amount of waste generated by householders as well as commercial waste

- Repair and re-use - work with local organisations and contractors to maximise opportunity for items to be repaired and reused

- Work with businesses and partners to reduce commercial waste and to conserve resources such as energy, water and timber

- Lobby government in support of the most sustainable options for future national waste management strategy

By recycling and composting household waste rather than sending to landfill, in 2020/21 we saved 38,781 tonnes CO_2e

Wiltshire recycles

98% of the waste collected by Wiltshire Council, for recycling, composting or reuse, was managed within the UK and not exported abroad

As well as reducing the amount of waste going to landfill, recycling helps conserve raw materials and protect natural habitats
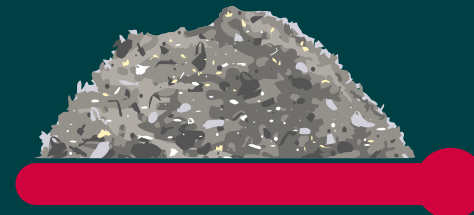
Landfill waste produces 20 times more emissions than recycling

One thing you can do: Waste food **accounts for** 8-10% of global greenhouse gas emissions, from rotting food, and through the (wasted) energy used to produce, store, transport and package it. Reduce the amount of food waste that you throw away by utilising your leftovers and meal planning.

Carbon neutral council

Objective:

- To become carbon neutral as an organisation by 2030
- Provide leadership locally and nationally, sharing learning

Our 2030 pledge relates to the council's carbon emissions (or 'carbon footprint') that are within our direct control, i.e. those from our operations and buildings (scopes 1 & 2). In order to fulfil this commitment, the council's carbon footprint will be drastically reduced compared with its current footprint and any residual emissions will be offset.

The council's Business Plan has four main priorities – 'Sustainable Environment', 'Empowered People', 'Resilient Society' and 'Thriving Economy'. All need to be delivered as priorities at the same time.

Our areas of focus

Wiltshire Council will:

- ! Integrate carbon reduction and climate resilience into decision-making and strategic planning based on implementation of the council's Business Plan mission that 'we take responsibility for the environment' and 'we are on the path to carbon neutral'

- ! Embed carbon reduction and climate resilience into council working culture, through staff training, values and reward frameworks

- ! Develop a new Carbon Neutral Council Plan, published in 2022, to include:

- Property / Assets: continue to decarbonise heating, improve energy efficiency and expand renewable electricity generation.

- Fleet: strategy review, move to electric vehicles and identify alternative solutions for larger vehicles. Emissions from council vehicles will be reduced by 25% by December 2022, and fully carbon neutral by 2030

- Set further interim targets, informed by a study setting out the council's roadmap to carbon neutral

- ! Continue to monitor and reduce direct emissions, while working to understand and reduce scope 3 emissions (supply chain and outsourced operations) for wider impact

- ! Work with the council's supply community, to help achieve economic, environmental and social benefits for the public good and the people of Wiltshire (including reduced carbon emissions) when the council buys goods or services

- Ensure council property and infrastructure is resilient to the impacts of climate change

- Ensure all investment considers our climate objectives

- Support the Wiltshire Pension Fund Committee's responsible **investment policy**, Climate Strategy and action plan

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Using our influence and partnerships we will:

! Lobby government for increased funding and powers through groups such as **UK100**/Countryside Climate Network, **ADEPT** and the **County Councils Network**

● Work with public sector partners, voluntary and community sector and over 20,000 businesses across Wiltshire to share knowledge and delivery

One thing we will do: Develop a carbon literacy programme for staff and any councillors wishing to develop their knowledge and apply it in their role.

Wiltshire Council emissions 2020/21 before application of green electricity tarif (tCO$_2$)

Fleet
775, 7%

Business mileage
692, 7%

Streetlights
2439, 23%

Leisure centres
1828, 18%

Corporate estate
4638, 45%
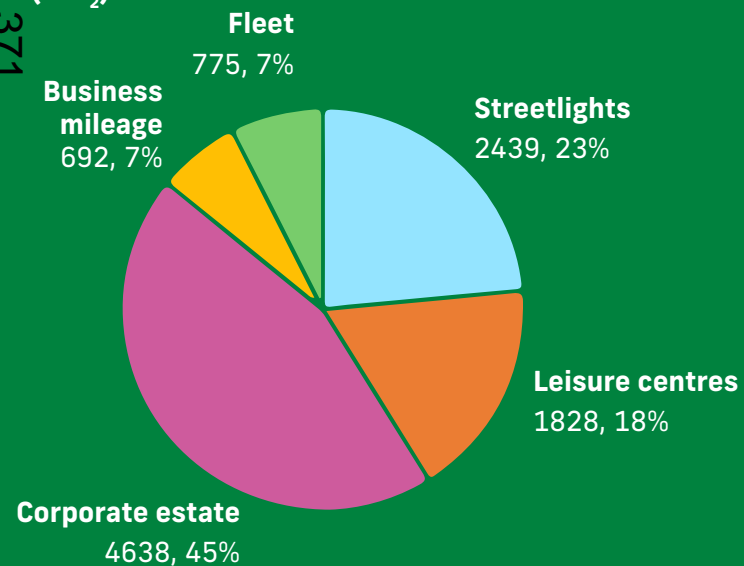
Wiltshire Council greenhouse gas emissions since 2014/15

ktCO2

25,000
20,000
15,000
10,000
5,000
0

2014/15 2016/17 2018/19 2020/21 2022/23 2024/25 2026/27 2028/29 2030

— GHG emissions   — Impact of green energy tariff   - - Remaining pathway

Photo: Wiltshire countryside
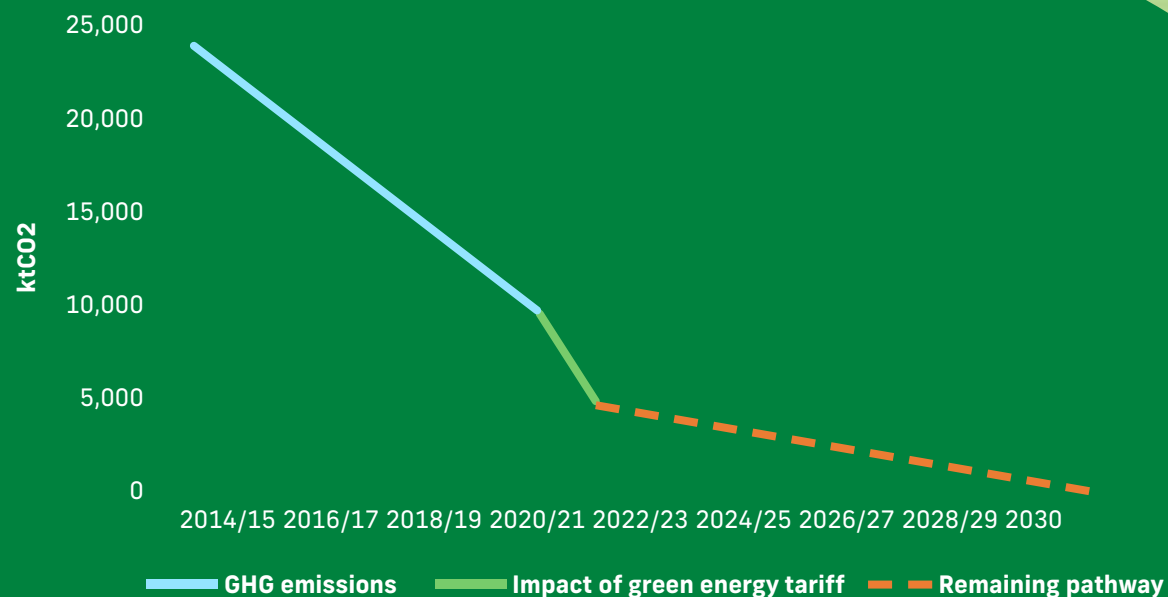
Working together

The climate emergency is a complex problem and there are no easy solutions. Everything is linked, so benefits in one area such as energy efficiency in homes can also mean 'co-benefits' in others such as warmth, health and financial savings.

Delivery within each theme will naturally cross over into other themes and will require working in partnership with organisations, residents, businesses and the entire community of Wiltshire.

Engagement with stakeholders has shown that Wiltshire organisations and businesses are already working on their own pathway to carbon neutral and are keen to work with the council and each other towards this goal.

It is clear that information and awareness will play a central part, and change by individuals as well as organisations, businesses and the council, is critical.

The council has been progressing on carbon reduction for over 10 years. It is now time to increase the scale and pace of action, working with others to achieve this.

'Central government is working on its strategies as is Wiltshire Council. If we wait for each tier to complete its work before we start, it will be too late... we all need to start now.'

(Quote from climate action day for town and parish councils, November 2021)

Photo: Salisbury Community Energy solar panels on Salisbury Cathedral. Credit: Ash Mills

Governance

The council has set up a robust internal governance framework to oversee the climate programme, as set out in our January 2021 **discussion document**. As part of this, six-monthly progress reports are provided to **Cabinet** and Council and **published online**. The Climate Emergency Task Group provides scrutiny for this programme of work.

! A new Climate and Environment Forum will be set up to enable a regular two way dialogue and share ideas with local community representatives

We will continue to deliver through existing partnerships, such as the BANES, Swindon and Wiltshire Integrated Care System, the Wiltshire Public Service Board and the Education Employment and Skills Action Group. Wiltshire Council routinely works with partners such as registered housing providers to look at zero carbon homes. The Public Sector Partners Climate Working Group brings together partners such as the NHS, police, fire service, MOD and colleges with the council, to share their approaches and progress towards net zero. We will support local councils in their efforts to address climate change, building on the workshop held in 2021 with Centre for Sustainable Energy to help town and parish councils develop climate action plans. The council will continue to convene and contribute to working groups as a springboard for collaboration, showcasing, providing leadership and a catalyst for action on climate change.

Photo: County Hall, Trowbridge (pre-COVID-19)

Next steps

This strategy was reviewed during autumn 2021 in light of consultation feedback and relevant changes in national policy.

As our understanding improves we will be able to define net zero pathways for the council and for the county as a whole. Meanwhile we will take immediate action on the 'no regrets' measures. These are highlighted by an exclamation mark throughout the delivery themes section. Research shows that we need these measures, they are not likely to be a mistake, and they are possible using existing technologies. Delivery plans will be produced, informed by technical studies, which will involve a more in-depth analysis of impacts, costs and co-benefits.

Our areas of focus

! The council will continue to deliver carbon reduction work, while working to understand the pathway to carbon neutral and net zero

! By Summer 2022 the council will have the results of studies showing the pathway to carbon neutrality for council operations and for key areas of Wiltshire county emissions

! The council will produce evidence-led delivery plans, identifying targets to deliver this strategy. Priorities will be based on carbon savings, cost, feasibility and co-benefits, in line with the principles of this strategy (see page 8)

! The council is incorporating Climate Strategy objectives into its annual service delivery planning

! An information campaign will help to increase awareness of climate change and provide practical steps to residents

We will continue to monitor progress on our direct emissions and increase measurement and understanding of indirect emissions. We will track progress on our strategic objectives and emissions data and report these to Council and on our **website**. Ultimately our success will be measured through a reduction in emissions for the council and for the county as a whole. However the two year time lag in reporting on government statistics and the wide range of other factors influencing emissions means that other measures will also be reported. These measures will be set out in our delivery plans.

Our approaches will need to develop over time. This overarching strategy is designed to be flexible and will be reviewed as the national context and technology evolve.

Strategies and targets

This diagram shows a range of key National Government and Wiltshire Council strategies and targets including those in the pipeline. As it is important to start as soon as possible, we are also seizing the immediate opportunities.

● Government ● Wiltshire Council

2019

! February - Wiltshire Council declares a Climate Emergency

June - Climate Emergency Task Group first meeting

2020

Wiltshire Council climate team in place

October - Wiltshire Council programme to change streetlights to LEDs begins (set to achieve an 83% reduction in carbon emissions by 2023 compared to 2013/14 baseline)

Government publishes Energy White Paper

Part 1 of the independent National Food Strategy published

Wiltshire Council programme to retrofit council homes to Energy Performance Certificate B is agreed

2021

Wiltshire Council zero carbon modular new build council homes pilot starts production

Wiltshire Council upgrades to fully traceable green energy tariff

Government publishes Bus Back Better the National Bus strategy

Wiltshire Council begins work (using Public Sector Decarbonisation funding) to upgrade heating systems and add solar PV to a range of buildings in its own estate (estimated to save 1200 tonnes of CO_2 per year)

Wiltshire Council starts work on Local Cycling and Walking infrastructure plans and receives Bus Back Better funding

Summer/Autumn - National Transport Decarbonisation Plan, Hydrogen Strategy, Heat and Buildings Strategy, Net Zero Strategy and National Food Strategy published

UK Environment Act became law

Wiltshire Council Community Environmental Toolkit produced

2022+

UN

November UN Climate Change Conference (COP) 26 held in the UK

February 2022 - Wiltshire Climate Strategy and Wiltshire Green and Blue Infrastructure Strategy adopted

2023 - Wiltshire Local Transport Plan

2022/2023 - Delivery Plans for Climate Strategy

2022 - Government set to publish national EV infrastructure strategy, Aviation Strategy and England Tree Strategy.

2023 - Wiltshire Local Plan

2025 - Government target for fossil fuel boilers to be banned in new builds

2025 - Government's Future Homes Standard and Future Buildings standard to be introduced

2030 - Government target for four operational Carbon Capture and Storage clusters

2028 - Government target date to have 600,000 air source heat pump installations per year

2030 - Government set to end the of sale of new petrol and diesel cars

50% 2032 - Government target for public sector to have reduced its direct emissions by 50% compared to a 2017 baseline

2050 - Government UK target for net zero carbon emissions

Carbon foot-printing tools

For individuals: **footprint.wwf.org.uk**

Parish and town councils: impact-tool.org.uk

Neighbourhood-level statistics: www.carbon.place

Photo: Stourhead

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Wiltshire Council
Climate Strategy 2022 - 2027

www.wiltshire.gov.uk/climate
#WiltsCanDoThis

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Appendix Three: Area Board Environmental actions – December 21 update

Area Boards	Action/ project/ engagement	Status (complete/ planned)
Stonehenge	Greener Durrington pilot ongoing	Complete
	Development of easy local actions to share with Town & Parishes	Ongoing
	Online / face to face workshop early 2022	Planned
	Photovoltaic Cell and Air Source Heat Pump test case examples from local supplier to the early 2022	Planned
Bradford on Avon	Promotion of Wiltshire Council Climate Strategy consultation	Complete
	Support BoA Climate Festival 'Big Green Week'	Complete
	Invite Climate Friendly BoA as Area Board partner	Complete
	Explore E car club model	Ongoing
Calne	Hold an ECO Fair to promote & celebrate ideas about COP26, living sustainably and encourage positive community conversations/actions.	Complete (6/11/21)
	Re-form Air Quality Management group and progress action plan	Complete and ongoing.
	Exploration of ways to promote and develop the Marden Valley sustainably, offering healthy, active opportunities for the community to engage in an exploration of the biodiversity of this locally important natural habitat.	Ongoing
Chippenham	Chippenham AB Climate & Ecological Emergency Forum Feb 2022	Ongoing
	Climate & Environment Theme Area Board Spring 2022	Ongoing
	Ring fenced funding for Environmental projects (Avon Needs Trees/ Litter Picking/ Recycling/using clothing)	Complete
Corsham	Promotion of Wiltshire Council Climate Strategy consultation	Complete
	Host Corsham area Climate Strategy meeting	Complete
	Set up Corsham Area Climate Group	Complete
	Support development of a Directory of Environmental Action in Corsham	Ongoing
	Promote Transcoco COP26 Talk and 'Big Green Week' festivals in Colerne, Neston and Gastard.	Ongoing
Devizes	Green Travel – Funding new Local Cycling & Walking Infrastructure Plan (LCWIP) for area. Funding agreed 06/12/2021. Atkins to be commissioned	Ongoing
	Green Travel – Developing new cycle routes linking north of Devizes to town centre + Poulshot & Potterne to town centre	Ongoing
	Green Travel – Community cycle rides led by Cycle Friendly Devizes	Complete

Area Boards	Action/ project/ engagement	Status (complete/ planned)
	Green Travel – New rail station: Devizes Gateway. Strategic Outline Business Case submitted to DfT	Ongoing
	Green travel - Audit of cycle parking spaces throughout town carried out by Cycle Friendly Devizes	Complete
	Green travel – new cycle parking spaces created for Devizes marketplace. Funding agreed 06/12/2021. Devizes TC to implement.	Complete
	Improve air quality – Working with PTU to improve town bus service + No. 49 service	Ongoing
	Improve air quality – Wiltshire Council EV Charging strategy: to encourage T&PCs to look at using funding to help provide charging points for residents without off-street parking	Ongoing
	Improve air quality – Wiltshire Council EV Charging strategy: to look at supplementing the number of charging points within town.	Ongoing
	Improve air quality – Carry out assessment of establishing community car club within Devizes	Ongoing
	Promote Wiltshire Council Climate Strategy consultation	Complete
Malmesbury	Green travel – footpaths / bridleways working group initiated to improve local network	Ongoing
	Funding and advice provided (£2,000) towards set up costs for a Community Fridge Freezer in Malmesbury Town Hall	Complete
	Funding provided (£2,500) towards Renew Malmesbury CIC for start up costs towards a green hub / space	Complete
Marlborough	Promote Wiltshire Council Climate Strategy consultation	Complete
	Work alongside & support town council's Environment Working Group	Ongoing
	Establish Air Quality Group (as sub-group Environmental Working Group?)	Ongoing
	Begin to gather data for town on traffic flow and air quality	Ongoing
	Help develop bid to TNL's Together for our Planet grant scheme (submitted but declined)	Complete
	Improve air quality – Carry out assessment of establishing community car club within Marlborough	Ongoing
	Develop E-W cycle path as far as Marleberg Grange based on Old Railway Path route	Ongoing
	Improve infrastructure for cycling within town and nearby villages	Ongoing

Area Boards	Action/ project/ engagement	Status (complete/ planned)
Melksham	Promote Wiltshire Council Climate Strategy consultation	Complete
	Support to Wiltshire Wildlife Trust "Clackers Brook Restoration Plan"	Ongoing
	Public Open Space Network Fund - £10K to resource community action	Ongoing
	Work alongside Town Council Environment and Climate Working Group	Ongoing
	Support for "Priority for People" scheme to promote walking, cycling, public transport and public realm improvements in the town centre	Ongoing
	Grant Funding to Conigre Mead Nature Reserve volunteers for new kit	Complete
Pewsey	Joint local meeting with Tidworth being arranged Feb/March to discuss local initiatives	Planned
RWB & Cricklade	Promote the Wiltshire Council Climate Strategy and COP26.	Complete
	Establish an Area Board wide Environment Group	Planned
	Funding for a Community Orchard in Royal Wootton Bassett	In Development
Salisbury	Milford Hollow Rewilding Project by the Milford Preservation group, funded by the Salisbury Area Board in November 2021 Green Heating for Harnham Hub by Harnham St George and All Saints PCC, funded by the Salisbury Area Board in November 2021	Planned
	Air Quality Management Group meeting in December 2021	Planned
	Salisbury Transition Group and Share Salisbury leading on a Green Directory for businesses in Salisbury	Planned
Southern Wiltshire	Planning an environment themed workshops in Jan / Feb 2022	Planned
	Produced, published and promoted an eco-friendly villages directory in January 2021	completed
	Facilitated the set up of Home Run APP as a green travel tool to assist Laverstock secondary and primary schools where there has been a considerable school run issue for the last 12+years	completed
South West Wiltshire	Developing a Mere E- Car Club project (£11k area board funding)	planned
	Supporting the Tisbury E car club	planned
	Delivered an environment themed workshop in July 2021 and planning a follow up one with Cranborne Chase AONB in early 2022	Completed / planned
Tidworth	Joint local meeting with Pewsey being arranged Feb/March to discuss local initiatives	Planned
	New charging points to be added at new Civic Hall part funded by Area Board	Build starting end 2022

Area Boards	Action/ project/ engagement	Status (complete/ planned)
Trowbridge	Improvements to track and footpaths at Green Lane Woodland supported and funded by Trowbridge Area Board. Official opening weekend of 25th and 26th November to coincide with a mass tree planting project – attendance by some AB Cllrs	Complete
	Trowbridge ECO to present at Area Board in Jan 2022. Presenting on work taken place this year, forthcoming projects, volunteering opportunities and an expected request for financial support	Planned
	Wiltshire Wildlife Trust leading on the improvements to River Biss as part of the Trowbridge Future High Street Fund project	On-going
Westbury	Eco event held in October during Wiltshire Council Environment Strategy Consultation period	Complete
	Bitham Brook wildlife habitat improvement project AB Funded run by Wiltshire Wildlife Trust.	Phase 1 complete – phase 2 in development – scheduled spring 2022
	Memorandum of Understanding between parish council's, town council and supported by AB to improve connectivity between villages and town specifically towards Westbury Train Station. Also looking at other environmental themed projects – wildlife corridors etc`	On-going
	Support for Connecting Chapmanslade project to improve cycling connectivity between Westbury Warminster and Frome	Ongoing – project dormant for 2 years – looking to re-initiate

Appendix Four: Active Travel update

Scheme Name	Location	Description	Funding	Status
Hilperton Road, Trowbridge	The Halve to Quarter Way Lane	Cycle Super Highway, Two Toucan Crossing & Shared Use path	Integrated Transport Block (ITB) / Section 106 (S106)	Cabinet Member decision made. Construction commenced 10/01/2022 - Anticipated duration 10 Weeks.
Hilperton Road to Melksham	A361 Hilperton Road, Trowbridge to Melksham via Semington	Cycle path comprising segregated cycle facilities, shared-use paths, point closures and utilisation of a country byway	EATF2 (Emergency Active Travel Fund Tranche 2)	Design is ongoing. Cabinet Member decision to proceed with Byway option approved. Design issues have been raised with surface material and horse riders - Atkins preparing Technical Note. March construction (commencement) is programmed.
Easton Lane	Easton Lane linking Corsham and Chippenham	The route is part of NCN 403 that runs between Corsham and Chippenham. The scheme comprises a point closure and signage improvements at the Corsham end.	EATF2	Cabinet Member report on consultation signed off. Statutory consultation has been completed - Awaiting confirmation on whether objections have been received. Potential Cabinet Member report required. Design work is ongoing. Construction programmed for March 2022.
Winsley to Bradford on Avon		Shared use path linking St Lawrence School & Winsley	ITB	Scheme delayed from Summer 2021 due to A36 Cleveland Bridge works. Planned for summer 2022. Design work ongoing. Addition of street lighting considered to negatively impact bat population, and has been removed from the proposal.
RWB to Swindon SUP	Between Royal Wootton Bassett and Swindon	Shared-use path partly on the highway but mainly across open country. Estimated cost £4.7m.	NH Cycling Designated Funding plus £100k local contribution	A preferred route has been agreed comprising of the western section along local roads and the greenway across fields. National Highways (NH) are managing the land negotiations for the greenway, which are still underway. The feasibility business case was recently updated and £400k of NH designated funds was approved for the detailed design of the scheme in 2022/23.

Scheme Name	Location	Description	Funding	Status
Mill Road	Pear Tree Apartments, Mill Road, Salisbury	Shared-use path on Mill Road from Chrchfields to the rail station.	S106	Constructed in July 2021. Network Rail consents and land dedication needs to be finalised - ongoing and awaiting NR response.
Longhedge to Old Sarum eastern Path	Old Sarum / Longhedge Village	Connecting SUPs between the two housing developments	S106	Land acquisition is complete. Design work being undertaken. Laverstock and Ford PC have agreed to take on unregistered strip that will be adopted by WC. Vegetation removed and topographic survey undertaken. Once the survey results are returned, design work can proceed with a view to constructing in 2022/23.
The Centre	The Centre, Amesbury	Shared-use path from School Lane to the High Street	NH Cycling Designated Funding	Atkins completed design work. Town Council and Councillors support the scheme. Construction anticipated March 2022, but still subject to discussion with WC Tree Officer (ongoing).
Rudloe to Corsham footway	B3109 Rudloe and Corsham (Park Place to Skynet Drive)	Provision of new footway (230m) between Rudloe and Corsham	Active Travel Fund	Design will proceed when the outcome of Active Travel Fund bid is announced.
Green Lane	Bishopsdown to Longhedge	Upgrade of RoW to connect to the Old Sarum development	Active Travel Fund	Topographic survey is complete. Design will proceed when the outcome of Active Travel Fund bid is announced.

Wiltshire Council

Full Council

15 February 2022

Subject: **Retender of External Audit Contracts**

Cabinet Member: **Cllr Richard Clewer – Leader of the Council and Cabinet Member responsible for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and Interim Cabinet Member responsible for Finance & Procurement, Commissioning and Commercialisation**

Key Decision: **Non-Key**

Executive Summary

This report presents the procurement options on the process for retendering external audit services and the preferred approach recommended by Audit & Governance Committee.

Proposal

It is recommended that Full Council approve the option for the council to opt into the national arrangement for the procurement of external audit services for the accounts that relate to the financial years 2023/24 to 2027/28 through Public Sector Audit Appointments Ltd.

Reason for Proposal

External Audit services are required to be in place by regulation and form part of the overall annual accounts and audit process. There are procurement options for the council to consider so that proper procurement processes are followed and the most appropriate route to market for those services is taken. The council must make a decision whether to opt into the national arrangement for the procurement of external audit or procure external audit for itself.

Terence Herbert
Chief Executive

Andy Brown
Corporate Director of Resources & Deputy Chief Executive (S151 Officer)

Wiltshire Council

Full Council

15 February 2022

Subject:	**Retender of External Audit Contracts**
Cabinet Member:	**Cllr Richard Clewer – Leader of the Council and Cabinet Member responsible for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and Interim Cabinet Member responsible for Finance & Procurement, Commissioning and Commercialisation**
Key Decision:	**Non-Key**

Purpose of Report

1. The process for retendering for external audit in local authorities in England, for contracts due to start from 2023/24, is now underway and the council will need to decide whether to procure its own external auditor or opt into the national procurement framework. The national arrangement covers external audit services for the financial years 2023/24 to 2027/28.

Relevance to the Council's Business Plan

2. It is a statutory requirement to have external audit services in place and if the council chooses to opt into the national arrangement Full Council must approve this by 11 March 2022 and the council confirm this decision to Public Sector Audit Appointments Ltd.

Background

3. The Audit Commission was an independent public corporation that existed between 1 April 1983 and 31 March 2015, with one of its responsibilities being providing external audit services to councils. The Audit Commission was replaced by Public Sector Audit Appointments Ltd, National Audit Office, Financial Reporting Council and Cabinet Office in April 2015.

4. Following the closure of the Audit Commission, a new local audit framework was put in place with the National Audit Office setting standards for public audit, and external audit services were provided by Public Sector Audit Appointments Ltd (PSAA), who took on existing audit contracts until their expiry in 2017. From that point councils were able to choose to join the national arrangement managed by PSAA, or to implement a local arrangement independently.

5. Wiltshire Council received audit services from KPMG LLP under the transfer of contracts to the PSAA up to and including the financial year 2017/18. The council opted into the national arrangement for audit services for the period that cover the financial years 2018/19 to 2022/23 and receives these services from Deloitte LLP.

6. Planning is underway for external audit services for the financial year 2023/24 onwards and if the council wish to join the national arrangement with PSAA a decision must be made and PSAA informed of this decision by 11 March 2022.

Main Considerations for the Council

7. The way external audit has operated over the last couple of years has been extremely disappointing. A lack of capacity in the audit market has been exacerbated by increased requirements placed on external auditors by the audit regulator. There is also a limited number of firms in the market and limited resources within those firms to provide the level of services across local councils nationally. This has led to a situation where many audits have been delayed and dozens of audit opinions remain outstanding from 2019/20 and 2020/21, including those for Wiltshire Council. Auditors have also been asking for additional fees to pay for extra work.

8. Dealing with these issues is not quick or easy. Nevertheless, it is the Local Government Association's view that the national framework remains the best option for councils with a view that it is imperative that councils act together to have the best chance of influencing the market and for nationally coordinated efforts to improve the supply side of the market to be effective.

9. Following on from the review undertaken by Sir Tony Redmond looking at financial reporting and local auditing it is clear that the national picture is one of strain and distress. The issues raised in the review highlighted the need for change and set out recommendations to government, which are being considered. Everyone, even existing suppliers, agrees that the supply side of the market needs to be expanded, which includes encouraging bids from challenger firms. PSAA has suggested various ways this could be done, but these initiatives are much more likely to be successful if a large number of councils sign up to the national scheme.

10. The auditors are required to be independent and are bound by the Codes and need to deliver to them in line with the regulator's expectations or face action under the regulatory framework. Auditors are running at full capacity and have to deploy resources according to their assessment of audit risks in accordance with professional standards.

11. PSAA are responsible, not only for appointing auditors for local public bodies, but also for setting scales of fees and charges, overseeing the delivery by its appointed auditors of consistent, high quality and effective external audit services to opt-in bodies, and also for ensuring effective management of the contracts with audit firms for the delivery of audit services to opt-in bodies. PSAA are aware of the level of uncertainty in the current system and will be able to take this into account when awarding the next contracts.

12. If the council were to procure external audit services for itself rather than opt into the national arrangement, as the client in the contract, the council would have little influence over what it is procuring due to the nature and scope of the audit being one determined by codes of practice and guidance and the regulation of the audit market is undertaken by a third party, currently the Financial Reporting

Council. With auditors running at full capacity, it is very unlikely that auditors could give preference to some clients rather than others even if they wanted to.

13. There is also an option to set up a joint procurement with other councils. This would ensure that any risk is shared across the councils involved in the joint procurement process, would provide greater purchasing power and influence, however it would not address some of the other inherent issues such as the limited number of providers in the market, the limited influence over what is being procured, and would still require administrative resource commitment for the initial procurement process and on-going contract management.

14. Following the Audit & Governance Committee on 24 November 2021 soft market testing has been carried out and no expressions of interest have been received. As at 28 January 2022 164 bodies have opted-in to the national arrangement.

Overview and Scrutiny Engagement

15. No overview and scrutiny engagement has taken place due to the statutory nature of the annual accounts and audit process and those charged with governance i.e. Audit and Governance Committee, are responsible for the review and approval of all matters concerning the annual accounts and audit process. This report was considered by Audit & Governance Committee on 24 November 2021.

Safeguarding Implications

16. There are no safeguarding implications as a result of this decision.

Public Health Implications

17. There are no public health implications as a result of this decision.

Procurement Implications

18. There are options for the council to consider so that proper procurement processes are followed and the most appropriate route to market for those services is taken. Opting into the national arrangement through PSAA ensures a compliant route to market is undertaken with the procurement risk remaining with PSAA. If the council chooses to procure external audit services itself the procurement exercise will need to commence so that the route to market is compliant with the procurement risk in this instance remaining with the council.

Equalities Impact of the Proposal

19. There are no equalities implications as a result of this decision.

Environmental and Climate Change Considerations

20. There are no equalities implications as a result of this decision.

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

21. External audit services are required to be in place and there is no option to not procure such services.

22. As stated within the report the council could choose to procure external audit services for itself, or as part of a consortium. To undertake such a process would require the council to set up an Audit Panel with an independent chair to oversee the procurement and running of the contract. The procurement process is also an administrative burden on council staff already struggling for capacity with priorities to support other projects, such as Evolve. Contract management is also an ongoing burden that would need to be put in place to robustly manage the contract.

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

23. External audit services are defined by statute and by accounting and auditing codes. Ensuring a compliant procurement process for these services is critical for the council. The known issues as reported will not be affected by the decision on which procurement route to market will be taken so the council will still face these, with a risk of increased audit fees and on-going delays to audit opinions.

Financial Implications

24. PSAA are responsible for setting scales of fees and charges for external audits of public bodies. The council has a budget set aside for these services and has increased the budget for the following financial years (from 2022/23 onwards) following the Redmond Review recommendations and likely increase in external audit costs that the public sector will see over the up coming years. Any additional increase in fees will not be as a result of this decision but will reflect the changes in the sector and will be captured in the budget setting processes for the relevant years.

Legal Implications

25. It is a statutory requirement to have external audit services in place and if the council chooses to opt into the national arrangement Full Council must approve this by 11 March 2022.

Workforce Implications

26. There are no equalities implications as a result of this decision.

Options Considered

27. External audit services are required to be in place. The options are detailed within the report, with an option to opt into the national arrangement or procure external audit services for itself.

Conclusions

28. It is recommended that the council opt into the national arrangement for external audit services through the PSAA.

Andy Brown
Corporate Director for Resources & Deputy Chief Executive (S.151 Officer)

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Lizzie Watkin, Assistant Director - Finance, lizzie.watkin@wiltshire.gov.uk, 01225 713056

Date of report - 3 February 2022

Appendices

Appendix A - Considerations

Background Papers

Public Sector Audit Appointments Ltd – Appointing Period 2023/24 – 2027/28:
Appointing period 2023/24 – 2027/28 – PSAA

Appendix A – Considerations

I. A council procuring its own auditor or procuring through a joint arrangement means setting up an Audit Panel with an independent chair to oversee the procurement and running of the contract.

II. The procurement process is an administrative burden on council staff already struggling for capacity. Contract management is an ongoing burden.

III. Procuring through the appointing person (PSAA) makes it easier for councils to demonstrate independence of process.

IV. Procuring for yourself provides no obvious benefits:

    a. The service being procured is defined by statute and by accounting and auditing codes

    b. Possible suppliers are limited to the small pool of registered firms with accredited Key Audit Partners (KAP).

    c. Since the last procurement it is now more obvious than ever that we are in a 'suppliers' market' in which the audit firms hold most of the levers.

V. PSAA has now built up considerable expertise and has been working hard to address the issue that have arisen with the contracts over the last couple of years:

    a. PSAA has the experience of the first national contract. The Government's selection of PSAA as the appointing person for a second cycle reflects DLUHC's confidence in them as an organisation.

    b. PSAA has commissioned high quality research to understand the nature of the audit market.

    c. It has worked very closely with DLUHC to enable the government to consult on changes to the fees setting arrangements to deal better with variations at national and local level, hopefully resulting in more flexible and appropriate Regulations later this year.

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Wiltshire Council

Council

15 February 2022

Subject: **HSBC Bank Mandate**

Cabinet Member: **Councillor Richard Clewer - Leader of the Council and Cabinet Member responsible for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing and Interim Cabinet Member responsible for Finance & Procurement, Commissioning and Commercialisation**

Key Decision: **Non-Key**

Executive Summary

As a result of restructure and staff changes, there is a requirement to approve a revision to the HSBC Bank mandate.

Proposal

It is recommended that Council approves the revised HSBC Bank Mandate.

Reason for Proposal

To bring the HSBC Bank Mandate in line with the current Council and Finance Management Structure.

Terence Herbert
Chief Executive

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

Wiltshire Council

Council

15 February 2022

Subject: **HSBC Bank Mandate**

Cabinet Member: **Councillor Richard Clewer**
                   Leader of the Council

Key Decision: **Non-Key**

Purpose of Report

1. As a result of restructure and staff changes, there is a requirement to approve a revision to the HSBC Bank mandate.

Relevance to the Council's Business Plan

2. The Council must have robust financial controls in place to secure appropriate stewardship of public funds. Banking arrangements form part of the overall financial control environment.

Background

3. Wiltshire Council has three main bank accounts held with HSBC.

   - County Fund – for all general income and expenditure relating to the operation of the Council
   - Salaries, Wages and Pensions – for all expenditure relating to the Council's payroll
   - Accounts Payable – for all expenditure relating to the payment of the Council's suppliers

Main Considerations for the Council

4. In order to operate the above bank accounts, HSBC requires that the Council authorises a number of key staff, to sign the mandate.   On the Council's instruction, authorised signatories are assigned a letter indicating the monetary limit and scope of their authorisation. Due to staff and structure changes these authorised signatories need to be revised.

5. HSBC necessitates that the above changes to the bank mandate require approval by Full Council.

6. Details of the proposed mandate revision are provided in Appendix 1 and these have been considered by Cabinet and recommended for approval by Council.

Overview and Scrutiny Engagement

7. Financial Planning Task Group considered the Financial Year 2021/22 Mid Year Treasury Management Review report on 26 November 2021, and the HSBC Mandate formed part of this report.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

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

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

13. The Council will not be able to make business critical changes to the HSBC bank mandate, which will affect day to day operations of the banking and treasury functions.

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

14. Risks associated with the signatories on the bank mandate are mitigated through robust audit and governance procedures, including controls such as dual signatories at 'B' level.

Financial Implications

15. These have been examined and are implicit throughout the report.

Legal Implications

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

Workforce Implications

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

Options Considered

18. Day to day operations of the banking and treasury functions will not be able to be performed.

Conclusions

19. As a result of restructure and staff changes, there is a requirement to approve a revision to the HSBC Bank mandate.

Andy Brown
Corporate Director of Resources & Deputy Chief Executive (s151 Officer)
Report Author: Lizzie Watkin, Assistant Director of Finance & Deputy S151 Officer, lizzie.watkin@wiltshire.gov.uk

3 February 2022

Appendices
Appendix 1   HSBC Bank Mandate Revision

Background Papers

Financial Year 2021/22 Mid Year Treasury Management Review report - Agenda for Cabinet on Tuesday 30 November 2021, 10.00 am | Wiltshire Council

Appendix 1 - HSBC Bank Mandate Revision

1. A Full Council decision is required to ensure the HSBC Bank Account Mandate is changed in accordance with the requirements laid down by HSBC, and robust governance procedures in accordance with the Council's Financial Regulations.

2. On the Council's instruction, authorised signatories are assigned a letter indicating the monetary limit and scope of their authorisation.

Rule	Details	Signatory Type
Signing Cheques	Less than £25k	1 x A signature or 2 x B signature
	Greater than £25k	2 x A signature, or 2 x B signature or 1 x A signature and 1 x B signature
Bank Account	Changes to details, and opening/closing	1 x A signature or 2 x B signature

3. Due to staff changes within the Finance Team, there are no longer any staff currently working at the Council who are authorised as an 'A' signatory, meaning that no changes can be made to bank account and mandate.

4. HSBC have advised officers at the Council, that new and revised signatories can be provided for the mandate.

5. The following officers have been recommended by Andy Brown, Corporate Director of Resources and the Council's section 151 Officer, who has delegated authority for banking arrangements, as set out within the Council's Financial Regulations.

Authority Level	Officer Name	Officer Job Title
A	Lizzie Watkin	Assistant Director of Finance
	Sally Self	Chief Accountant
	Lizzie Watkin – Lithograph*	Assistant Director of Finance
B	Leanne Sykes	Head of Finance – Growth, Investment and Place
	Marie Taylor	Head of Finance – Children's and Education
	Ian Brown	Head of Revenues and Benefits
B (Pensions Only)	Andy Cunningham	Head of Pensions - Administration and Relations
	Jennifer Devine	Head of Pension Fund investment

*lithograph is the printed signature on the cheques

6. The Corporate Director of Resources & Deputy Chief Executive (S151 Officer) and the Chief Executive have not been included as signatories, as they are designated by HSBC to be 'Key Controlling Officers', who are authorised to supply the bank with lists of persons authorised to sign, and act on behalf of the Council.

7. The involvement of Full Council in the authorisation of bank signatories represents good practice and governance by the Council.

Wiltshire Council

Council

15 February 2022

Designation of statutory functions following changes to council structure

Purpose of Report

1. For Council to consider the designation of statutory roles following changes to senior management structure of the council.

Background

2. On 18 May 2021 Council approved the designation of some statutory functions. These were:

    i. Director of Children's Services to Corporate Director People
    ii. Section 151 Officer to Deputy Chief Executive & Corporate Director Resources.

3. At that meeting Council were also asked to note the interim arrangement for the designation of the Director of Adult Social Services (DASS) to the Corporate Director for People pending a review of Director roles in the senior leadership structure and that a report to Council would propose the designation once the review was completed.

4. The report to the Council is attached at appendix 1.

Main Considerations for the Council

5. The review of Director roles in the senior leadership structure was completed in October 2021 and a new senior leadership structure implemented on 4 November 2021.

6. Following the review, it was proposed that the statutory role of DASS be designated to the Director for Wholelife Pathway.

7. The new senior leadership structure is attached at appendix 2.

8. This outlines the proposed alignment of this statutory function and also confirms the designation of other statutory functions which are already approved by Council.

Proposal

9. That Council:

a. Approve the designation of statutory role of Director of Adult Social Services (DASS) to Director of Wholelife Pathway.

b. Note that other designated statutory roles are unchanged as a result of the restructure and remain with existing posts:

   i. Head of Paid Service, Returning Officer (RO) and Electoral Registration Officer (ERO) with the post of Chief Executive

   ii. Section 151 with the post of Corporate Director - Resources / Deputy Chief Executive

   iii. Director of Children's Services (DCS) with the post of Corporate Director – People

   iv. Director of Public Health (DPH) with the post of Director of Public Health

   v. Monitoring Officer with the post of Director of Legal and Governance

b) Authorise the Monitoring Officer to make any consequential changes to the Constitution arising from the designation of the statutory function outlined above.

Joanne Pitt
Director of HR&OD and Transformation

Report author: Paula Marsh, Senior Strategic Business Partner, HR&OD

Appendices

Appendix 1 - Report to Council 18 May 2021
Appendix 2 - New senior leadership structure November 2021

Wiltshire Council

Full Council

18 May 2021

Designation of Statutory Functions following changes to Council Leadership Structure

Purpose of Report

1. For Council to consider the designation of statutory roles following changes to the senior management structure of the council.

Background

2. On 21 July 2020 Council approved the designation of statutory functions to the Chief Executive following the implementation of a new senior leadership structure on 1 July 2020.

3. At that meeting Council were also asked to note the designated statutory roles of Director of Public Health and of Monitoring Officer to the Director of Legal & Governance and the interim arrangements for the designation of the Director of Children's Services (DCS), Director of Adult Social Services (DASS) and Section 151 Officer pending a review of the tier 2 leadership structure.

4. The report to the Council on 21 July 2020 is attached at appendix 1.

Main Considerations for the Council

5. The new senior leadership structure at tier 2 was confirmed by the Chief Executive and implemented on 29 March 2021.

6. The new senior leadership structure is attached at appendix 2.

7. This outlines the proposed alignment of statutory functions in the new structure which Council is recommended to approve.

Proposals

8. That Council:

   a. Approve the designation of statutory functions as follows:

      i. Director of Children's Services to Corporate Director People
      ii. Section 151 Officer to Deputy Chief Executive & Corporate Director Resources.

   b. Note the interim designation of the Director of Adult Social Services (DASS) to the Corporate Director for People pending a review of Director

roles. Once the review is complete a report to Council will propose the designation of this statutory function for approval.

c. Note that the other designated statutory roles are unchanged as a result of the restructure and remain with existing postholders namely:

i. Returning Officer (RO) and Electoral Registration Officer (ERO) with the Chief Executive.
ii. Head of Paid Service with the Chief Executive
iii. Director of Public Health (DPH) with the post of Director of Public Health
iv. Monitoring Officer with the post of Director of Legal and Governance

d. Authorise the Monitoring Officer to make any consequential changes to the Constitution arising from the designation of the statutory functions outlined above.

Joanne Pitt
Director HR&OD

Report author: Joanne Pitt, 01225 716167, joanne.pitt@wiltshire.gov.uk

Appendix 1 – Report to Council 21 July 2020

Appendix 2 – Senior Leadership Structure

Senior Leadership team

Corporate Leadership Team (CLT)

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Chief Executive
(ERO/RO
Head of Paid Service)

Executive Office

Corporate Director People (DCS)

Corporate Director Resources Deputy Chief Executive (Section 151 Officer)

Corporate Director Place

Director HR&OD and Transformation

Director Legal and Governance (Monitoring Officer/SIRO)

Director Wholelife Pathway / DASS

Director Education & Skills

Director Assets and Commercial Development

Director Highways & Transport

Director of Public Health (DPH)

Director Ageing and Living Well

Director Families & Children

Director Procurement and Commissioning

Assistant Director ICT

Chief Planning Officer / Assistant Director Planning

Assistant Director Leisure, Culture and Communities

Assistant Director Transformation and Business Change

Assistant Director Finance

Assistant Director Environment

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Wiltshire Council

Full Council

15 February 2022

Subject: **Adoption of the Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan (2022-30)**

Cabinet Member: Cllr Nick Botterill - Development Management, Strategic Planning and Climate Change.

Key Decision: **Key**

Executive Summary

Green Infrastructure is defined by the National Planning Policy Framework (2021) as 'a network of multifunctional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity.'

In February 2019 the council acknowledged the climate emergency and committed to seek to make the county of Wiltshire carbon neutral by 2030. The Green & Blue Infrastructure Strategy (GBI) will support the delivery of the council's emerging Climate Strategy particularly around the themes of: Natural Environment, Food and Farming, Green Economy and Carbon Neutral Council (through carbon sequestration). The GBI Strategy will also support biodiversity recovery and health and wellbeing.

The draft Strategy has been informed by a series of stakeholder workshops held in February 2020 and on 25 May 2021 as well as internal and external consultation.

The final Strategy incorporates changes made in response to the public consultation which took place, alongside the Climate Strategy, in September and October 2021. A consultation report, outlining the consultation process and the main findings from the consultation and online survey is provided in **Appendix 2** supported by **Annex 1**. **Appendix 3** sets out changes to Goal 1 with track changes shown in red for clarity.

At a meeting 1 February 2022, Cabinet considered the final Strategy, alongside the consultation responses, and recommend that Council adopt the final Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan 2022-30 (**Appendix 1**).

Proposals

That Council:

1. Notes the recommendation from Cabinet on 1 February 2022.

2. Approves the final Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan (2022-30) and adopts it as part of the council's policy framework.

Reason for Proposals

To ensure Wiltshire has in place a strategy to support the council's Business Plan missions on climate, wellbeing, and the natural environment and fulfil the requirement set out in the Core Strategy to have a Green Infrastructure Strategy for Wiltshire.

Terence Herbert
Chief Executive

Wiltshire Council

Full Council

15 February 2022

Subject:	**Adoption of the Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan 2022-30**
Cabinet Member:	**Cllr Nick Botterill - Development Management, Strategic Planning and Climate Change**
Key Decision:	**Key**

Purpose of Report

1. To ask Council to note the recommendation from Cabinet on 1 February 2022 and to adopt the Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan (2022-30) as part of the council's policy framework.

Relevance to the Council's Business Plan

2. The goals, vision and delivery themes as set out in the Green & Blue Infrastructure Strategy (GBI) will contribute to all four of the emerging Business Plan priorities (2022-32) of:

> i. Empowered People
> ii. Resilient Society
> iii. Thriving Economy
> iv. Sustainable Environment

Background

3. At its meeting held on 26 February 2019 the council debated the following notices of motion:

> 12b) Acknowledging a Climate Emergency and Proposing the Way Forward;

> 12c) Environment and Global Warming.

> The council resolved to acknowledge that there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030.

> The minutes of the meeting are available online (see pages 21 to 24). Cabinet has also pledged to make Wiltshire Council carbon neutral by 2030.

4. As of November 2021, the Climate Emergency Task Group revised objectives include the scrutiny of delivery plans, policies and programmes, such as the Local Plan, Local Transport Plan and Green & Blue Infrastructure Strategy to ensure that they support the objective of making Wiltshire carbon neutral by 2030.

5. Both the Wiltshire Core Strategy and consultation on the emerging Wiltshire Local Plan Review, undertaken last year, recognise the need for a Green & Blue Infrastructure Strategy.

6. At a meeting 1 February 2022, Cabinet considered the final Strategy, alongside the consultation responses, and recommend that Council adopt the final Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan 2022-30 (**Appendix 1**).

Main Considerations for the council

7. The revised Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan (GBI) attached as **Appendix 1,** has been subject to significant internal as well as external consultation. Public consultation was undertaken between 1 September and 17 October 2021 alongside the Climate Strategy. The consultation webpage can be viewed via this Link. The consultation sought the views of key stakeholders, community groups and individuals as well as statutory bodies on the draft strategy, it's goals, vision and key themes for delivery.

8. The consultation made both draft strategies public at the same time due to shared objectives that they each contained. Awareness raising and community engagement took place through an online survey, three webinars and four face to face library events, as well as extensive communications through social media and Wiltshire's parish/town/city councils.

9. This report also contains an overview of the main consultation results and the key changes contained in the final version of the strategy being brought forward for adoption.

10. The revised Green & Blue Infrastructure Strategy for Wiltshire – Wiltshire's Natural Environment Plan, is attached as **Appendix 1** which reflects consultation feedback received. Further details can be found in **Appendix 2** (feedback report including the online survey results, email comments and the council's response) and **Appendix 3** (changes to Goal 1 shown with track changes shown in red for clarity).

Consultation Results

Overview of the strategy goals, vision and delivery themes

11. A total of 211 survey responses were received of which 88.8% of respondents found the GBI strategy either understandable or very clear and easy to understand. In addition, 96.6% of respondents having read the strategy felt the GBI Strategy was either important or very important.

12. 180 of these responses were from the online survey and 31 were additional written responses sent via email. Overall, the survey comments submitted can be placed under three broad headings and these are discussed below:

- **Timescales for action** – (the need for action, targets and urgency). There was a clear desire for action and targets, however, whilst the need for this is agreed, this is an overarching long-term strategy that sets the goals and the vision up to 2030. The steps needed to reach the vision will come from separate shorter-term action plans with interim targets that can be tracked to monitor progress and reported against. These will also be linked with any national targets arising from the Environment Act 2021 which are as yet unknown.

  To clarify the purpose and function of the GBI Strategy the introduction and explanation of the role of the strategy and mechanisms for its delivery through implementation and action plans has been re-written. It is therefore now hoped that the function of the GBI Strategy and how it provides an overview for more detailed plans coming forward shortly, can be better understood.

- **Clarity of message** – there were some comments regarding the graphics and font size. These issues have been addressed where possible throughout the document and a glossary of terms has also been added to cover phrases and terminology that cannot be simplified. The opportunity has been taken to correct any other typographical errors or minor changes in the interest of clarity and accuracy.

  In addition, it is proposed to include more hyperlinks on the web-based version, both across the document to make navigation through the document easier, but also to outside sources to ensure maps and references can be more easily accessed.

- **Inclusivity** - Given the somewhat technical nature of the strategy, it is positive to know that 88.7% of those who responded, found the document either clear and easy to understand or understandable. However, there were some comments regarding the use of technical language and phrases and a lack of explanation as to their meaning. The inclusion of a glossary, referred to above, will assist in this regard.

  It is also proposed to produce an 'easy read' version of the finalised document to assist those with learning difficulties and other disability impairments who may not cope with the long-read version. This was trialled with the Climate Strategy and found to be very successful in engaging a demographic who often feel excluded from consultations on public policy.

13. The survey contained an optional set of questions to help establish if the consultation had reached a full representation of the community. The key findings are summarised below with further details appended to this report.

- 2011 census records black and minority ethnic (BME) communities making up 6% of the population of Wiltshire (excluding Swindon) however only 3% who responded to the demographic questions identified as BME.

- 12% of respondents who responded to the demographic questions stated they had a disability or long-term illness which is slightly higher than the 9% for the population of Wiltshire showing a good level of engagement.

- There was a slight underrepresentation of those who identified as male under the gender demographic at 35.8%.

- Proportionally, younger and working age people were underrepresented and those of 55+ years overrepresented. Only 4% of respondents were aged between 18-34 years compared to 17% of the population of Wiltshire being in this age bracket.

14. The 3 goals of the strategy were supported and although, when asked to rank the goals 'halting loss and improving biodiversity' was ranked as more important than 'adaption and resilience to climate change' and 'contribution to health and wellbeing' respectively. However, a number of comments came back to say that they generally felt all three were equally important and felt they captured the key objectives of a GBI strategy.

15. The Wiltshire Climate Alliance did propose that a further goal around net zero 'Goal Zero' be added or that the ambition to reach zero carbon emissions be more adequately reflected in the climate change goal. As support for the 3 goals was comprehensive bar this suggestion, it is felt that adding a further goal is not needed. Instead, it is proposed that Goal 1 text be amended to emphasise mitigation of climate change and nature-based solutions more clearly to support working towards net zero carbon. The changes are identified in **Appendix 3**.

16. There were no adverse comments or suggestions related to the vision, therefore no changes are proposed.

17. The six delivery themes were well supported through the survey, and feedback indicated support for all of them without the need for changes or deletions. It is therefore not proposed to change them and so these will remain as follows:

- Nature Recovery & Landscape Management

- Sustainable Farming & Land Management

- Woodland & Trees

- Flood & Water Management

- Healthy Living

- Economic Recovery & Valuing Natural Capital

18. Comments related to the content under each theme was received, most of which came through the more detailed email responses. These have been considered and where appropriate changes to the wording have been incorporated. These

comments and the council's response to them is set out in **Appendix 2 - Annex 1.**

19. Overall, the strategy was extremely well supported and welcomed. Future community engagement and partnership working was also well supported with over 77% confirming that they would either like to be fully involved or kept actively engaged in some way and interested in partnership working in the future. 56% of respondents were already members of an environmental group of some sort, which again shows active engagement in the subject with those involved.

20. Delivery will be heavily reliant on partnership working and community projects on the ground and so a key focus will now be directed at how best to capitalise on this through; the finalisation of the GBI Settlement Frameworks, which will look at identifying key strategic GBI within the 15 principal settlements and market towns; the roll out of the Community Environmental Toolkit; and development of the Local Nature Recovery Strategy (a requirement of the Environment Act, 2021).

Summary of comments

21. Whilst there was some criticism of the format of the GBI Strategy and the lack of targets, the importance of the Strategy overall and its goals and themes were overwhelming endorsed. Many of the respondents are already actively engaged in this sphere in either a personal or professional capacity and are therefore pleased to see Wiltshire Council engaging actively in this topic and willing it to move as fast as possible in developing and adopting policy that benefits the environment.

Overview and Scrutiny Engagement

22. As part of the governance supporting the development and delivery the GBI Strategy the draft was discussed with the Climate Emergency Task Group prior to the public consultation on 5 August and following it on 10 December 2021. The Chairman of Overview and Scrutiny Management Committee is also chairman of the Climate Emergency Task Group which reports to the Environment Select Committee.

Safeguarding Implications

23. The 3 goals of the strategy focus on climate change, biodiversity loss and the wellbeing of our communities which can impact all sectors of society, but particularly the most vulnerable. The consultation undertaken on the Strategy has looked to be representative of all groups in Wiltshire and has made efforts to reach vulnerable groups such as those with disabilities (please see **Appendix 2** for further information). The final strategy also looks to be inclusive and will be supported by an 'easy read' version.

Public Health Implications

24. Adopting the GBI Strategy, which looks to: improve physical and mental well-being through increased opportunities to connection with nature and access green spaces; and protect and enhance green and blue spaces within urban settings, to help improve air quality and mitigate against temperature extremes such as urban

heating, should have an overall positive impact on public health. New active travel routes for walking and cycling, that could follow throughimplementation projects, will also have the potential to have a positive impact on the health of the population.

Procurement Implications

25. There are no direct procurement implications as a result of the strategy itself. Much of the delivery will be through partnership working. New requirements in the Environment Act 2021 will align with the aspirations of the strategy and will attract new burden funding and grants. These are not quantified at present.

Equalities Impact of the Proposal

26. One of the key principles is for the GBI Strategy to be equitable, ensuring the transition to a climate and ecological resilient future is fair.

27. The consultation and engagement approach for the GBI strategy has been undertaken so that it is inclusive with specific efforts to reach groups of society traditionally seen as harder to reach (please see **Appendix 2**). An 'easy read' version of the final Strategy will be produced and made readily available.

Environmental and Climate Change Considerations

28. This report sets out the council's response to environmental and climate change considerations following the acknowledgement of a climate emergency and agreement by full Council. The proposed adoption of a GBI strategy for Wiltshire should have a positive impact on the environment and climate of Wiltshire. The GBI Strategy and Climate Strategy are interlinked, and both strategies have implications for the council's services, as well as partnership work.

29. The strategy will be delivered in conjunction with the emerging Business Plan principle 'Sustainable Environment' which includes the mission that 'we take responsibility for our environment' and 'we are on the path to carbon neutral (net zero)'. This should mean that in time all of the council's activities, underpinned by the GBI Strategy and Climate Strategy objectives, will be able to optimise their contribution to climate and environmental impacts.

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

30. The Wiltshire Core Strategy identified that a Green Infrastructure Strategy would be in place shortly following adoption. The lack of one could impact the current Local Plan Review and so there is a significant reputational risk associated.

31. Work to enhance and deliver a strong green and blue infrastructure will improve health and support the transition to a greener more sustainable future so all of these elements would be negatively impacted if, the strategy and the projects that will flow from it, did not go ahead.

Financial Implications

32. The GBI strategy sets a framework for delivery in partnership across multiple agencies. The Strategy, in itself, does not have any financial implicationshowever it does make reference to further policy and guidance documents and potential projects that will require resourcing for example, the Local Nature Recovery Strategy.

33. The council will also have responsibility for overseeing delivery through the new Climate and Environment Forum, supporting community initiatives with advice and guidance as well as through crosscutting projects such as: improvements to the active travel network; nature-based solutions to climate change and carbon reduction; and biodiversity improvements.

34. These projects will require funding as well as officer resources. The scope and scale of this will be detailed in a separate implementation and action plan report as more information becomes available particularly from DEFRA following on from the Environment Act. That report will set out all the known and estimated associated costs and funding opportunities related to implementation for approval.

Legal Implications

35. The GBI Strategy is not a statutory document and as such there were no statutory requirements for the consultation. However, Consultation was undertaken in respect of this strategy and the consultation that was undertaken is considered sound as it was undertaken when proposals were still at a formative stage and provided sufficient information and time for consultees to provide appropriate comment.

36. The consultation feedback, as set out in appendices to this report and in particular **Appendix 2**, provides the detail of the consultation responses and these responses have led to changes to the final proposed strategy and provides an appropriate summary for the decision maker to have due regard.

37. This Policy once adopted by full Council will form part of the Budget and Policy framework as set out in Part 3 section B of the Council's constitution. All decisions made by Cabinet, Committees and Officers have to be made in accordance with the Budget and Policy framework including this policy.

Workforce Implications

38. Changes to how the council maintains and manages assets under the council's control will affect the focus of work to be implemented. However, it is not anticipated to add any increased workforce burden.

39. As outlined in the financial implications section above there is likely to be additional resources required to support projects, these will be scoped as further information becomes available and will be presented in a future report.

Options Considered

40. The proposed adoption of the GBI strategy is the reason this item has been highlighted as a key decision. The other main options are to not adopt the Wiltshire GBI Strategy, or to not adopt this version and send it back for further drafting. These options would have a direct impact on the ability of the council to meet its commitment to producing a GBI strategy as set out in the Core Strategy.

41. Delaying adoption will also impact the council's ability to make delivery plans and continue work to address biodiversity loss a requirement in the Environment Act 2021.

Conclusions

42. The adoption of the Green and Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan (2022-2030) will be instrumental in setting the framework for improving the natural environment for biodiversity, Wiltshire's communities and to help sequester carbon and use nature-based solutions to mitigate and adapt to the effects of climate change.

43. The next steps will include the development of an implementation and action plan which will complement the Strategy.

Parvis Khansari, Interim Corporate Director for Place

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Appendices

Appendix 1: Final Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan 2022-30 (final version).

Appendix 2: Consultation feedback and evaluation report supported by Annex 1 (consultation feedback via written comments and the council's response).

Appendix 3: Goal 1 amendments (with track changes in red).

A Green & Blue Infrastructure Strategy for Wiltshire

Wiltshire's Natural Environment Plan 2022-2030

Supporting the resilience of Wiltshire's communities, businesses and wildlife in a changing world

The Strategy

Wiltshire Council

Contents

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This document is hyperlinked

111340-GBIS-DF-2022-01-21-V3

Preface

Welcome to the first Green & Blue Infrastructure Strategy for Wiltshire.

The strategy has been shaped through engagement with a wide range of internal stakeholders and external partners, starting with an initial workshop in February 2020 attended by some 50 representatives of 29 organisations. A webinar attended by many of the same stakeholders was held in May 2021 to identify priorities for the emerging strategy to focus on.

A joint public consultation on the draft Wiltshire Green & Blue Infrastructure Strategy and the Wiltshire Climate Strategy ran for 6 weeks from 1st September to the 17th October 2021. This included consultation events at local libraries and an online survey. A total of 213 responses were received from both private individuals and stakeholder organisations, the majority of which have been overwhelmingly positive and supportive of the green infrastructure approach. The feedback has been invaluable in helping take forward the final strategy for adoption by the Council in February 2022.

Key messages

Our rich and varied environment underpins Wiltshire's natural capital; it makes Wiltshire an attractive place to live, work and visit, enhances our quality of life and well-being, and underpins the economy.

Wiltshire's natural environment is undergoing substantial changes driven by factors including climate change, biodiversity loss, population growth and development.

Wiltshire's multi-functional network of green and blue infrastructure assets supports a range of ecosystem services, providing multiple economic, social and environmental benefits for people, places and nature.

The Strategy sets out a long-term vision, strategic goals and principles for delivering green and blue infrastructure across Wiltshire by a range of partners and stakeholders, working together at a variety of scales.

Highlighting "what" is needed and "how" this will be achieved, it provides a high-level framework for developing delivery strategies and detailed implementation plans that reflect community needs and national priorities.

Together with the new Local Nature Recovery Strategy for Wiltshire, the Strategy has a significant role to play in delivering nature-based solutions to support the Council's Climate Strategy and new Local Plan.

The Vision for Wiltshire's Green & Blue Infrastructure

Wiltshire's multi-functional network of high quality, biodiverse and accessible green and blue infrastructure is widely valued by our communities, businesses and visitors.

Managed sustainably through strong leadership and partnerships, the green and blue infrastructure network provides a range of well-being benefits for people, places and nature across Wiltshire.

As a result of working with natural processes to support delivery of multi-functional ecosystem services, Wiltshire is better able to adapt to a changing climate and biodiversity loss has been reversed.

Networks of green and blue spaces and corridors in the countryside and our towns support access to nature and healthy lifestyles, and provide high quality landscapes and beautiful places for people to live, work and visit.

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Strategy overview

WILTSHIRE CLIMATE STRATEGY

WILTSHIRE NATURE RECOVERY STRATEGY

WILTSHIRE HEALTH & WELL-BEING STRATEGIES

Our shared GBI goals
(Chapter 3)

Goal 1: Mitigation, adaptation and resilience to climate change

By 2036, we will have increased our ability to mitigate/adapt to climate change through nature-based solutions

Goal 2: Halting the loss of and improving biodiversity

By 2036, we will have gained a more biodiverse and resilient ecological network in Wiltshire

Goal 3: Contributing to health and well-being

By 2036, we will have increased the health and wellbeing benefits of access to nature

How we will work
(Chapter 4)

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GBI delivery focused around 7 themes

- Flooding & Water Management
- Sustainable Farming & Land Management
- Nature Recovery & Landscape Management
- Woodland & Trees
- Healthy Living
- Sustainable Development
- Economic Recovery & Valuing Natural Capital

Guided by a set of delivery principles

- Partnership Working
- An Integrated Approach
- Goal Oriented & Mainstreamed
- Evidence-led
- Nature-based Solutions
- Planning Principles

Where and when we will target GBI delivery

Focus on supporting the delivery of prioritised action plans targeting GBI delivery at two scales

- **Landscape–scale** – delivery of strategic landscape-scale projects within priority areas identified by the Wiltshire Nature Recovery Strategy (requirement of the Environment Act 2021)
- **Settlement-scale** – delivery of local projects focussed in and around settlements that support local priorities such as those identified in any Neighbourhood Plan or Community Environmental Plan developed using the Toolkit guidance or Wiltshire Design Guide

Our natural environment plan: supporting the resilience of Wiltshire's communities, businesses and wildlife in a changing world

Background

What is Green & Blue Infrastructure?

Developing the Strategy

Section one - Setting the scene

1.1   Background

Strengthening networks of multi-functional green and blue infrastructure has an important role to play in halting biodiversity loss and nature recovery, building resilience to climate change (see **Box 1.1**) and promoting healthy, resilient and safe communities.

> **BOX 1.1   Responding to the Climate Emergency**
>
> As a result of global warming, Wiltshire is set to experience warmer, wetter winters and hotter, drier summers. Extreme weather events will become more frequent.
>
> Wiltshire Council has a key responsibility for addressing climate change through adaptation and mitigation measures, both within its services and as part of its community leadership role. In response to the global climate emergency, Wiltshire Council acknowledged the climate emergency and committed to seek to make the county of Wiltshire carbon neutral by 2030. Wiltshire Council established a Global Warming and Climate Emergency Task Group (renamed the Climate Emergency Task Group) and the council has produced a draft Climate Strategy which is looking at all issues around climate change and in particular how Wiltshire can become carbon-neutral, shaping the next five years of the council's action on climate change.

In collaboration with local nature, health and enterprise partnerships and neighbouring authorities, Wiltshire Council has developed a bold vision and strategic approach to maintaining and enhancing networks of green and blue infrastructure at a catchment and landscape-scale.

In addition to providing a framework for co-ordination of environmental land and water management in Wiltshire, the Strategy will also inform and support implementation of the Local Plan.

> **BOX 1.2   Access to Green Space in a Pandemic**
>
> The COVID-19 coronavirus pandemic has revealed the critical role of access to local green space for people's health. The Government's priority was to save lives and the best way to protect yourself and others from illness was to stay at home. However, exercise was still important for people's physical and mental wellbeing, so the Government said people could leave their homes for exercise once a day.
>
> **www.mind.org.uk - coronavirus and your wellbeing**
>
> Bringing nature into your everyday life can benefit both your mental and physical wellbeing. It can improve your mood, reduce feelings of stress or anger, and make you feel more relaxed.
>
> **Power of parks in a pandemic**
>
> When half of the world was living under lockdown, the ability to go outside and get some fresh air had never been so important.
> As those who could afford to do so converged on green spaces, seeking exercise and solace amid the coronavirus pandemic, parks became stages for collective joy, anxiety, and social-distancing infringement crackdowns.

In the context of the global climate emergency, biodiversity loss and the COVID-19 coronavirus pandemic (see **Box 1.2**), investment in the provision of high quality, biodiverse and accessible green and blue infrastructure has never been more vital.

1.2   What is Green & Blue Infrastructure?

Green infrastructure is defined by the National Planning Policy Framework (2021) as '*A network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity*'.

As outlined in **Box 1.3**, green infrastructure embraces a range of public and private natural assets. This Strategy refers to these assets collectively as Green and Blue Infrastructure (GBI).

> **BOX 1.3   What can GBI include and why is it important?**
>
> Planning Practice Guidance on the Natural Environment advises:
>
> *Green infrastructure* *can embrace a range of spaces and assets that provide environmental and wider benefits. It can, for example, include parks, playing fields, other areas of open space, woodland, allotments, private gardens, sustainable drainage features, green roofs and walls, street trees and '*blue infrastructure*' such as streams, ponds, canals and other water bodies.* (Paragraph 004)
>
> *Green infrastructure is a natural capital asset that provides multiple benefits, at a range of scales. For communities, these benefits can include enhanced wellbeing, outdoor recreation and access, enhanced biodiversity and landscapes, food and energy production, urban cooling, and the management of flood risk. These benefits are also known as ecosystem services.* (Paragraph 005)

Natural resources - air, land, water, wildlife, plants and soil - provide our most basic needs, including food, energy and security, and keep us healthy. Where natural resources are under pressure from unsustainable uses and activities, this presents a risk to long-term social, economic and environmental well-being.

Well-designed and sustainably managed GBI assets have the potential to provide a range of **ecosystem services** (as highlighted in **Box 1.4** and illustrated on **Diagram 1.1**), which in turn provide multiple benefits for people, places and nature.

> **BOX 1.4   Ecosystem Services**
>
> - **Supporting services** (such as soil formation, nutrients cycling or plant growth) are essential for supporting all other services.
> - **Regulating services:** ecosystem services that regulate the environment – such as pollination, pest/disease control, carbon storage, water purification and flood attenuation.
> - **Provisioning services:** ecosystem services that provide goods – such as drinking water, food, fuel, energy and construction materials.
> - **Cultural services:** ecosystem services that provide aesthetic, spiritual, religious, recreational or scientific enrichment – such as access to green spaces and historic places for recreation and tourism.

DIAGRAM 1.1   GBI & Ecosystem Services

> *'From the basics such as food, water and clean air, the wonders of our landscapes and wildlife, we are all fundamentally connected to nature'.*
>
> **(Dr Gary Mantle MBE, Director of Wiltshire Wildlife Trust)**

Embedding GBI into well-designed built development can help reinforce and enhance the local built, natural and historic character of Wiltshire's landscapes and townscapes, contributing to a sense of place and natural beauty.

In addition to helping reverse the decline in biodiversity by enhancing ecological connectivity, facilitating biodiversity net gain and nature recovery networks, GBI can help communities and wildlife become more resilient to a changing climate through nature-based solutions such as:

- Replicating natural functions of catchments, and restoring flood storage and drainage functions to manage flood risk
- Increasing tree cover to help capture carbon and aid thermal cooling in urban areas
- Preventing soil erosion and increasing biodiversity
- Providing renewable energy opportunities

GBI can contribute to healthy living and well-being by providing opportunities for recreation, relaxation and growing local food, while also supporting sustainable growth and economic development.

> *'The environment can be pivotal to people's health and wellbeing including litter, air quality, parks and open spaces'.*
>
> **Wiltshire Health & Wellbeing Strategy 2019-2022**

Whilst individual GBI assets can serve one or more functions, connectivity between different GBI assets helps to maximise the ecosystem services and well-being benefits that they can generate. Well-connected GBI assets create GBI networks that are adaptive and resilient to urbanisation and climate change.

Physical connections make the most impact.   Linear landscape features such as river corridors and hedgerows provide ecological corridors for the dispersal of wildlife. Connecting green spaces and places via a network of sustainable walking and cycling routes along green corridors encourages and enables access to nature in a more sustainable and healthy manner.

> *'The need for greenspace and green infrastructure to be valued, well connected and managed for the benefit of all has never been more important'*
>
> **(Salisbury Area Greenspace Partnership)**

Adopting an integrated and joined up "GBI approach" to managing natural assets can significantly reduce costs for public bodies, businesses and individuals, whilst providing quality of life benefits for residents, workers and visitors.

As illustrated in **Diagram 1.2**, GBI networks can connect people and wildlife with GBI assets at various scales. GBI Assets range from 'blue infrastructure' (such as rivers, canals and lakes) to urban GBI (such as parks, green roofs and street trees). They can be specific sites at the local level or broader landscape-scale features at the strategic level such as river floodplains and woodlands.

Where connected together by rights of way, bridleways, cycleways and green and blue corridors, GBI assets around individual buildings, streets, neighbourhoods and in the wider countryside combine to create multi-functional GBI networks interspersed within and between urban and rural places.

DIAGRAM 1.2 GBI Networks

Adapted from GI Design & Placemaking (Scottish Government, 2011)

← **LOCAL/URBAN SCALE GBI** → ← **STRATEGIC/LANDSCAPE SCALE GBI** →

CONNECTIONS
- Footpaths
- Cycling routes
- Green corridors

CONNECTIONS
- Footpaths
- Cycling routes
- Green corridors
- Blue corridors

CONNECTIONS
- Greenways and trails
- Footpaths
- Cycling routes
- Active travel routes
- Green corridors
- Blue corridors

BUILDINGS

STREETS

NEIGHBOURHOODS

WIDER COUNTRYSIDE

ASSETS
- Green roofs
- Green walls
- Gardens or grounds
- Rainwater collection systems
- Driveways (permeable)
- Trellises/ pergolas

ASSETS
- Boundary features (hedges)
- Street trees
- Grass verges
- Sustainable Drainage Systems (e.g. swales)
- Porous paving

ASSETS
- Amenity greenspaces
- Public parks & gardens
- Play areas
- Allotments & community growing spaces
- Playing fields, sports pitches
- Cemeteries & churchyards
- Swales, reeds
- Urban woodlands
- Ponds
- Water courses
- Urban nature reserves
- Conservation areas

ASSETS
- Historic parks and gardens
- Country parks
- Forests & woodlands
- Downland, grasslands & heathland
- AONBs
- World Heritage Sites
- Community woodlands
- Nature reserves
- Farmland

1.3 Developing the Strategy

The GBI Strategy was developed by CBA on behalf of Wiltshire Council.

The Strategy applies to the whole of the Wiltshire Authority Area as illustrated on **Map 1.1**. It should be noted that the New Forest National Park Authority is the local planning authority for that part of the Wiltshire Authority Area within the National Park.

The GBI Strategy as a whole is a material planning consideration as it supports GBI policy in the Wiltshire Local Plan. Settlement GBI Frameworks will be prepared to provide more detailed planning guidance on local priorities and opportunities for GBI provision in and around key settlements.

The Strategy is primarily aimed at planning authorities, developers, partnerships, farmers and land managers working across Wiltshire with a key role to play in the planning and delivery of strategic GBI initiatives and projects. It will also help deliver an integrated approach with town and parish councils, communities and other local stakeholders.

Existing Wiltshire-wide strategies, plans and studies that helped shape the GBI Strategy include:

- River Basin District & Catchment Management Plans
- Landscape Strategy
- Landscape Biodiversity Areas
- Health & Wellbeing Strategy
- Countryside Access Improvement Plan
- Open Space Study
- Air Quality Strategy
- Local Transport Plan

In addition to other emerging strategies highlighted on **Diagram 2.2**, site-specific GBI asset management plans for heritage sites, wildlife sites, country parks and urban open spaces will also have an important role to play in supporting delivery of the GBI Strategy.

MAP 1.1 Location & Context
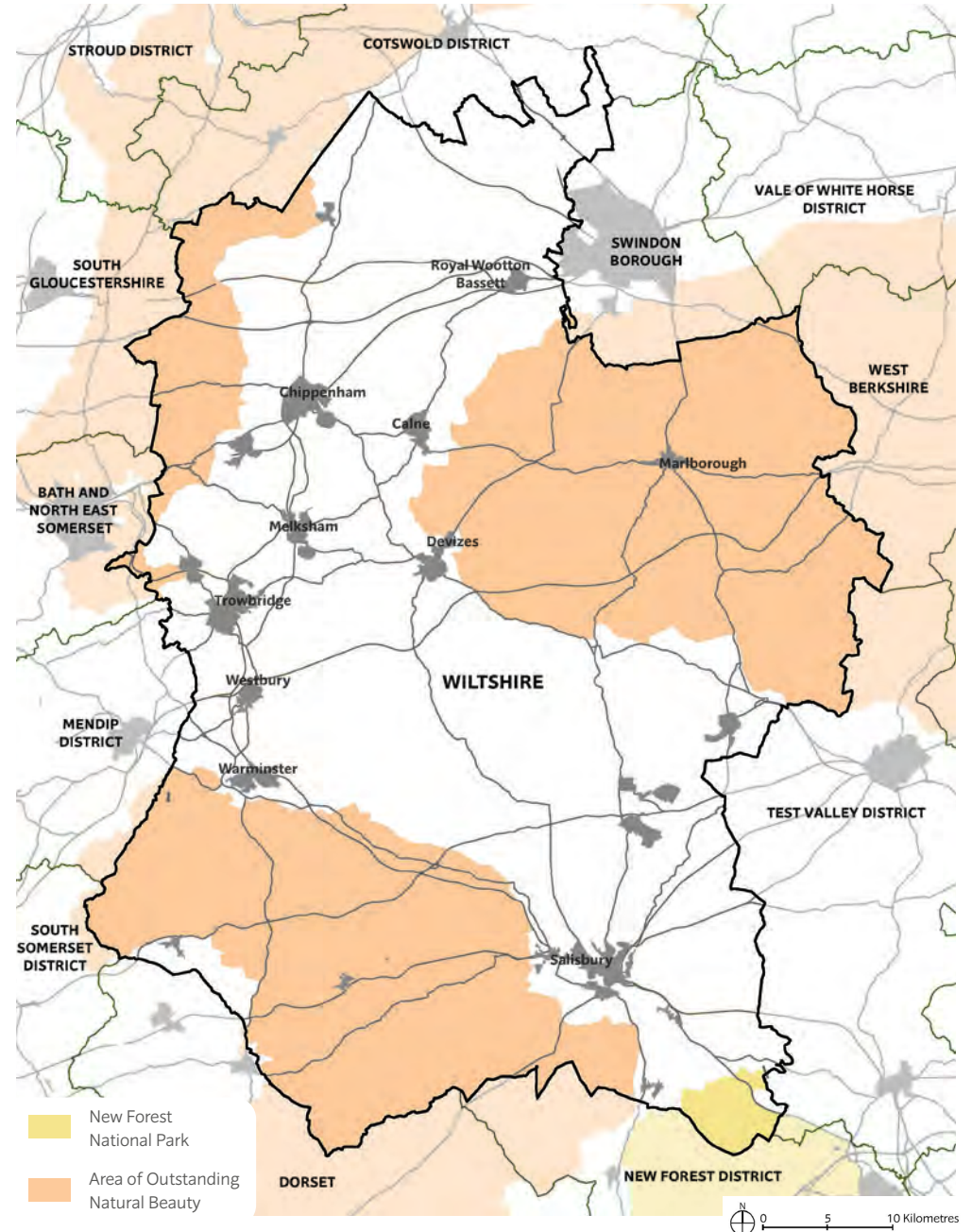
Section two - Shaping the vision

Policy Context

Wiltshire's Landscape Context

Defining Wiltshire's Strategic GBI Network

Defining Strategic GBI Priorities & Opportunities

Defining Local GBI Priorities & Opportunities

Section two - Shaping the vision

2.1 Policy Context

As reflected by emerging legislation and national policy in England (see **Diagram 2.1**), the provision of GBI has become an integral element of the UK's approach to sustainable development (see the **Evidence Base** for details).

DIAGRAM 2.1 GBI Policy Framework

- Halt Biodiversity Loss (15)
- Combat Climate Change (13)
- Healthy Lives & Well-Being (3)
- Clean Water (6)
- Sustainable Water, Energy & Food (12)
- Clean Energy (7)
- Sustainable Cities & Communities (11)
- Sustainable Economic Growth (8)
- Resilient Infrastructure (9)

- National Planning Policy Framework
- National Design Guide
- National Planning Practice Guidance
- Wiltshire GBI Strategy
- UK 25-Year Environment Plan
- National Pollinator Strategy
- Agriculture Act
- Environment Act

UN Sustainable Development Goals

Due to the crosscutting and integrated nature of GBI, this Strategy provides a framework to support delivery of the following key target areas for action in the Government's 25-year Environment Plan:

- Using and managing land sustainably.
- Recovering nature and enhancing the beauty of landscape.
- Connecting people with the environment to improve health and wellbeing.
- Increasing resource efficiency, reducing pollution and waste.
- Mitigating and adapting to climate change

The National Planning Policy Framework (NPPF) requires local plans to adopt a strategic approach to maintaining and enhancing networks of habitats and GBI, taking into account climate change factors such as flood risk, water supply and changes to biodiversity and landscape.

It is intended that the GBI Strategy will support delivery of Wiltshire Council's Business Plan alongside a range of other partnership-based strategies and plans as highlighted in **Diagram 2.2**, such as management plans for the AONBs.

In particular, the GBI Strategy has a key role to play in supporting the Council's climate change mitigation and adaptation strategies by promoting nature-based solutions to combating the effects of a changing climate that deliver multiple benefits for people, paces and nature.

Importantly, the Strategy will also inform the Wiltshire Local Plan, enabling priorities and opportunities for GBI provision to support growth identified through the Strategy to be supported by planning policy and guidance.

DIAGRAM 2.2 Wiltshire GBI Strategy Context

Local GI Asset Plans

Wiltshire Landscape Strategy

AONB Management Plans

Catchment Plans

Neighbourhood Plans

Wiltshire GBI Strategy

National Park Management Plans

Wiltshire Community Plan

Wiltshire Climate Strategy

Local Nature Recovery Strategy*

Wiltshire Council Business Plan

Flood Risk Management Strategy

Swindon & Wiltshire LEP Industrial Strategy

Wiltshire Local Plan

Wiltshire Minerals & Waste Plans

Wiltshire Health & Wellbeing Strategy

Wiltshire Mental Health & Wellbeing Strategy

Wiltshire Open Space Study

World Heritage Site Management Plan

Wiltshire Carbon Management Plan

Wiltshire Transport Plan

Wiltshire Air Quality Strategy & Action Plan

Wiltshire Countryside Access Plan

* in preparation

2.2   Wiltshire's Landscape Context

Located in the south-west of England, Wiltshire covers approximately 3,255km2 (325,500ha) and has a population of around 498,000. The population is largely rural with nearly half living in towns or villages of fewer than 5,000 people.   A quarter of Wiltshire's inhabitants live in settlements of fewer than 1,000 people. The geographical context for the GBI Strategy is shown on **Map 1.1**.

Although Wiltshire is dominated by the vast sweeps of the chalk downland, its landscape is highly varied with intimate river valleys contrasting with the open chalklands, woodlands and broad clay vales.

The **chalk downlands** of the North Wessex Downs, Salisbury Plain, Cranborne Chase and the West Wiltshire Downs, form undulating open scenery characterised by large fields and isolated tree clumps.

In contrast, the **river valleys** appear well wooded due to the enclosure of smaller fields by hedgerows and the presence of riverside trees and copses.

Extensive deposits of clay-with-flints on top of the chalk support major **woodlands** such as Savernake Forest and the Great Ridge, Grovely and Tollard Royal woods.

Escarpments form the most dramatic features of the Wiltshire landscape and are the locations of a number of chalk carvings such as the white horses and regimental badges.

Earthworks & ancient trackways give the chalklands a distinct archaeological feel, particularly in the Stonehenge and Avebury World Heritage sites.

Settlements are concentrated in the river valleys or below the 'spring line' beneath the escarpments. The traditional building materials of brick, stone, flint and thatch add to the picturesque qualities of these villages.

The oolitic **limestone** of the Cotswolds forms a gently undulating plateau with deeply incised, heavily wooded valleys. Much of the plateau is under arable cultivation with large fields separated by dry stone walls. The use of 'traditional' local stone has ensured that villages blend well with the landscape.

The **clay vales** are areas of gently undulating topography and varied landscape with permanent pasture on the flood plain and arable cultivation on the better drained soils. Throughout the vales there are numerous villages and many of the major towns of Wiltshire.

The Thames and Bristol Avon Vales are separated by low wooded hills, remnants of the ancient Braydon Forest, which occur on the outcrop of corallian limestone stretching from near Westbury to Highworth. In places this forms an important escarpment, especially around Lyneham. The Thames Vale is broad and relatively flat with more extensive floodplains and meadows than those in the Vale of Pewsey or Bristol Avon Vale. In the Upper Thames Valley, the extraction of gravel deposits has created numerous lakes, which form the core of the Cotswolds Water Park.

On the edge of the chalk downlands, in the south-west of the study area, is a series of wooded ridges and valleys on the **greensand** where there are many large estates, such as Fonthill in the Vale of Wardour, Longleat and Stourhead.

In the south-east of Wiltshire, on the sands and gravels, the heavily wooded landscape is more typical of the **New Forest** extending into Hampshire.

2.3   Defining Wiltshire's Strategic GBI Network

Three main elements form the backbone of Wiltshire's Strategic GBI Network as illustrated on **Map 2.1**:

- Strategic GBI Sites
- Strategic GBI Corridors
- Sub-Regional Strategic GBI

The Network includes a range of habitats such as woodland, chalk grassland and grazing marsh, which support a variety of wildlife species. It also incorporates accessible open space, nationally valued landscapes, watercourses and rights of way.   The components of the Strategic GBI Network are presented on a series of maps (see **Box 2.1**).

These GBI assets combine at a landscape-scale to create an integrated network of green and blue spaces, corridors and linkages, connecting people, places and nature across Wiltshire and in neighbouring areas.

Comprising a mosaic of land uses, natural features and habitats, the multi-functional Strategic GBI Network has the potential to deliver a wide range of economic, environmental and social well-being benefits (see the **Evidence Base** for details).

Established strategic partnerships provide a mechanism for bringing together all sectors to focus on valuing and delivering benefits from Wiltshire's Strategic GBI Network.

Strategic GBI Sites

The Strategic GBI Sites comprise the following natural assets:

- Biodiversity Sites
- Priority Habitats
- Woodland
- Historic Environment Designations

MAP 2.1   Wiltshire's Strategic GBI Network

Strategic GBI Sites
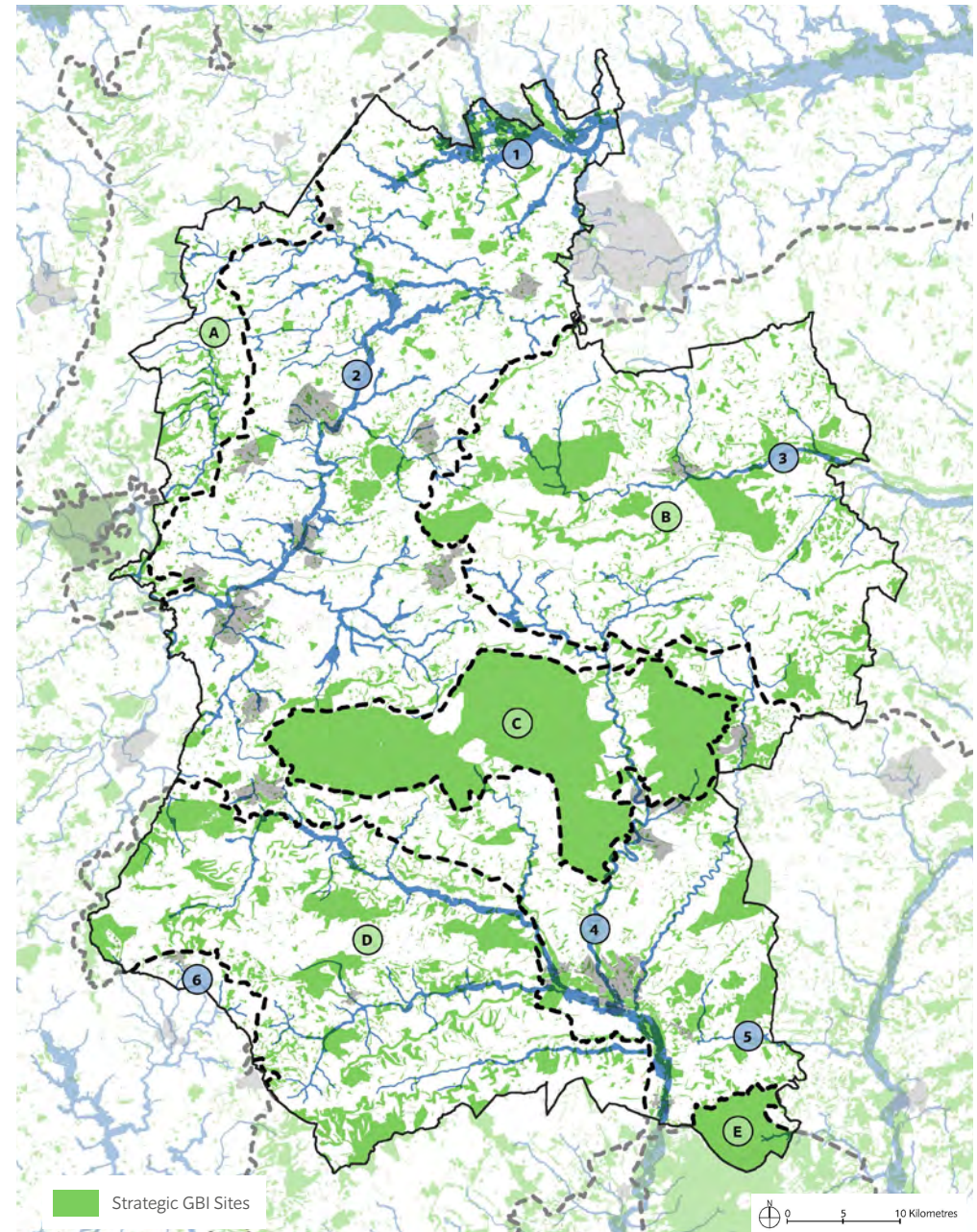
Strategic GBI Corridors

Focussed on river systems and navigable waterways, the following Strategic GBI Corridors connect with many of Wiltshire's Strategic GBI Sites and main settlements:

1. Thames Corridor
2. Bristol Avon Corridor
3. Kennet Corridor
4. Hampshire Avon Corridor
5. Test & Itchen Corridor
6. Stour Corridor
7. Wiltshire Canals - Kennet & Avon, Wilts & Berks, Cotswold (not mapped)

Sub-Regional Strategic GBI

The Sub-Regional Strategic GBI comprises the following nationally and internationally protected areas:

A. Cotswolds AONB
B. North Wessex Downs AONB
C. Salisbury Plain SPA
D. Cranborne Chase & West Wiltshire Downs AONB
E. New Forest National Park

The overarching, cross-cutting nature of GBI encompasses the access and well-being agenda as well as other relevant aspects of the three AONBs, the Salisbury Plain SPA/SAC and the New Forest National Park. These include biodiversity, landscape character, economic growth and flood risk management.

Being predominantly undeveloped countryside areas of high environmental value, these precious landscapes provide extensive and well-connected networks of Strategic GBI Sites and Corridors at the sub-regional level that offer multiple benefits for nature, people and businesses. In this context, these protected areas are a significant element of the nation's and Wiltshire's high level GBI network (see **Evidence Base** for further details).

Wiltshire's Strategic GBI Network provides a focus for prioritising strategic action and investment in GBI by partners working across Wiltshire and beyond.

BOX 2.1 Components of the Strategic GBI Network

Wiltshire's Strategic GBI Network includes the following GBI assets (see the **Evidence Base** for details):

- **Map 2.2** - National Character Areas
- **Map 2.3** - Landscape Character Types & Areas
- **Map 2.4** - Nationally Valued Landscapes
- **Map 2.5** - Historic Environment Designations
- **Map 2.6** - Biodiversity Sites
- **Map 2.7** - Priority Habitats
- **Map 2.8** - Landscape Biodiversity Areas
- **Map 2.9** - Woodland
- **Map 2.10** - Agricultural Land
- **Map 2.11** - River Basin Districts & Catchments
- **Map 2.12** - Watercourses & Waterbodies
- **Map 2.13** - Strategic GBI Sites: Accessibility
- **Map 2.14** - Strategic GBI Sites: Connectivity

The Network also includes the following urban GBI assets in and around Wiltshire's main settlements (these will be set out in the Settlement GBI Frameworks):

- Parks & Recreation Grounds
- Outdoor Sport
- Natural Greenspaces
- Accessible Natural Greenspaces
- Amenity Greenspaces
- Allotments
- Churchyards & Cemeteries
- Education & School Grounds
- Rivers and Waterbodies
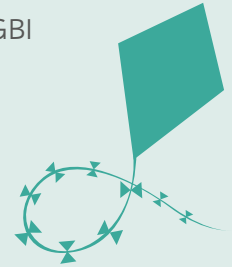
MAP 2.2 National Character Areas
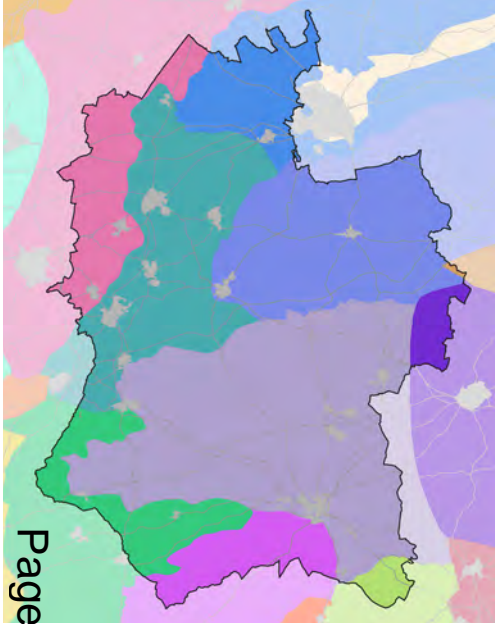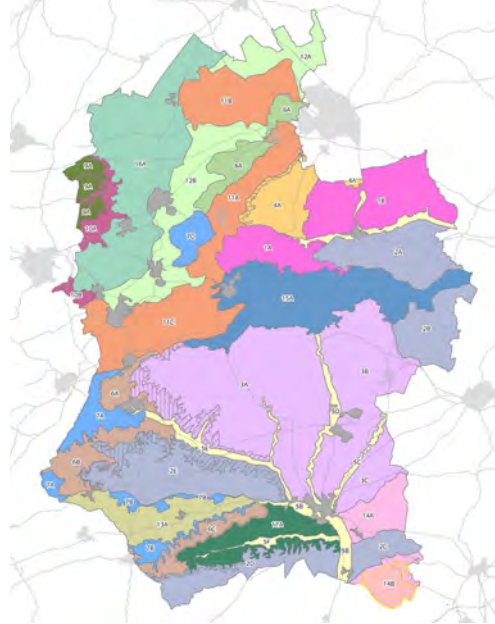
MAP 2.3 Landscape Character Types & Areas

MAP 2.4 Nationally Valued Landscapes

MAP 2.5 Historic Environment Designations
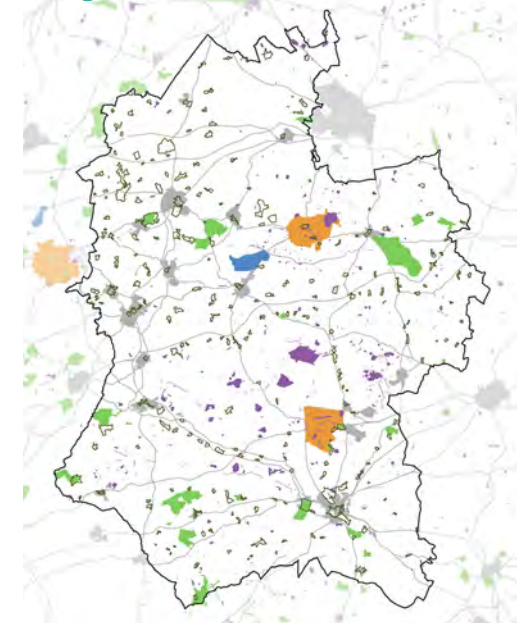
MAP 2.6 Biodiversity Sites
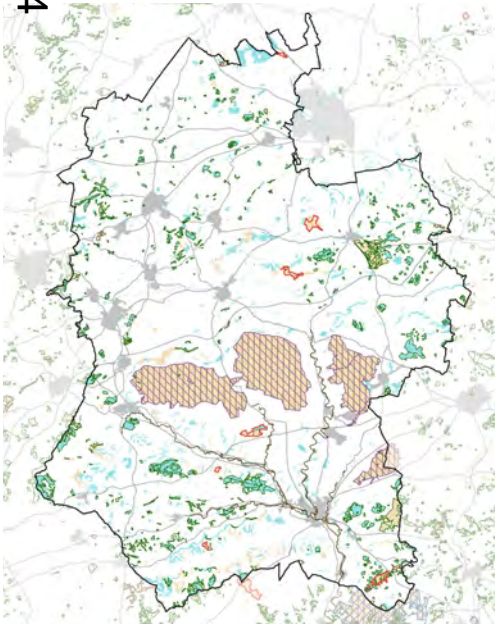
MAP 2.7 Priority Habitats
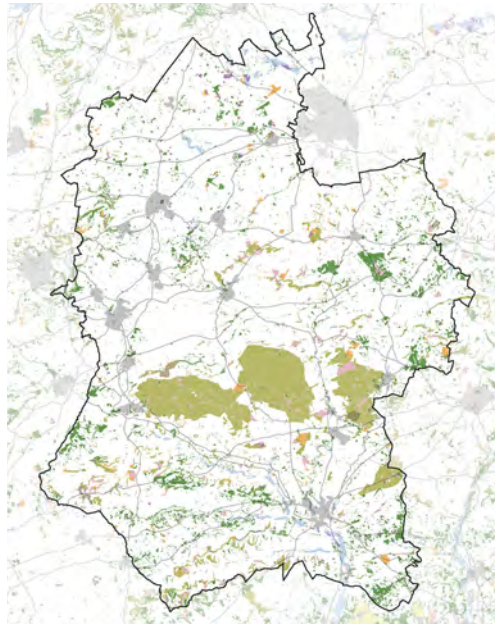
MAP 2.8 Landscape Biodiversity Areas
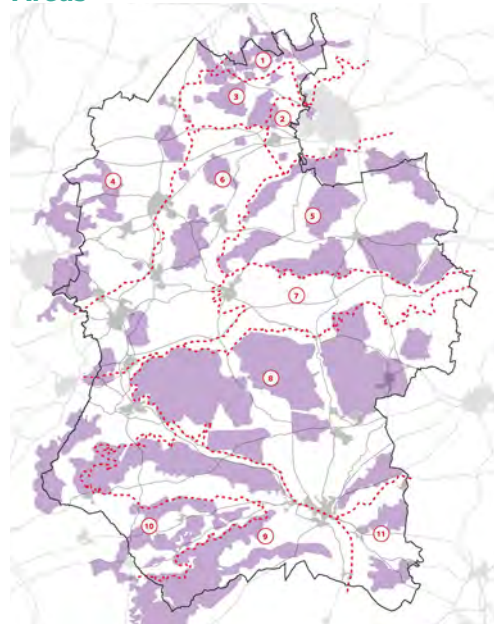
MAP 2.9 Woodland
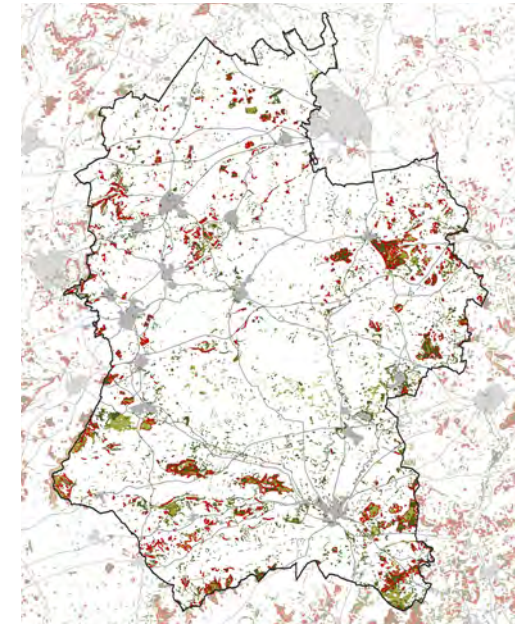
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MAP 2.10 Agricultural Land
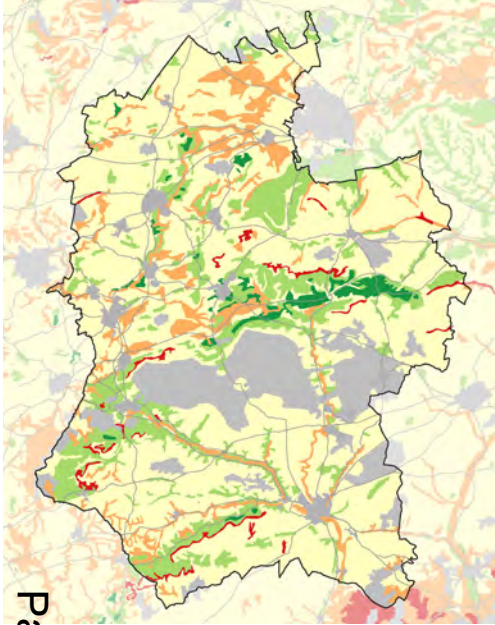
MAP 2.11 River Basin Districts & Catchments
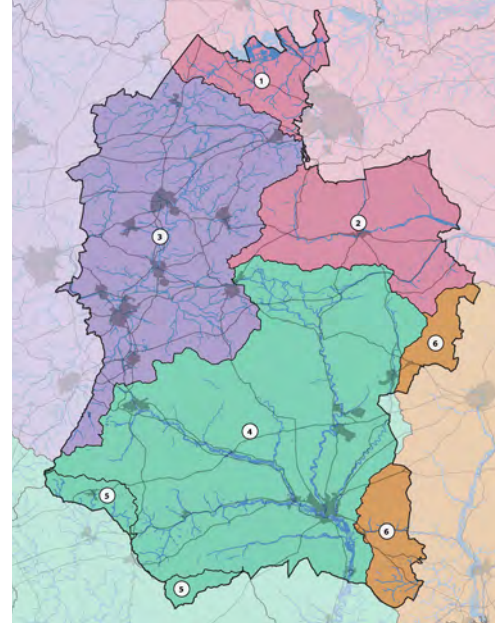
MAP 2.14 Strategic GBI Sites - Connectivity
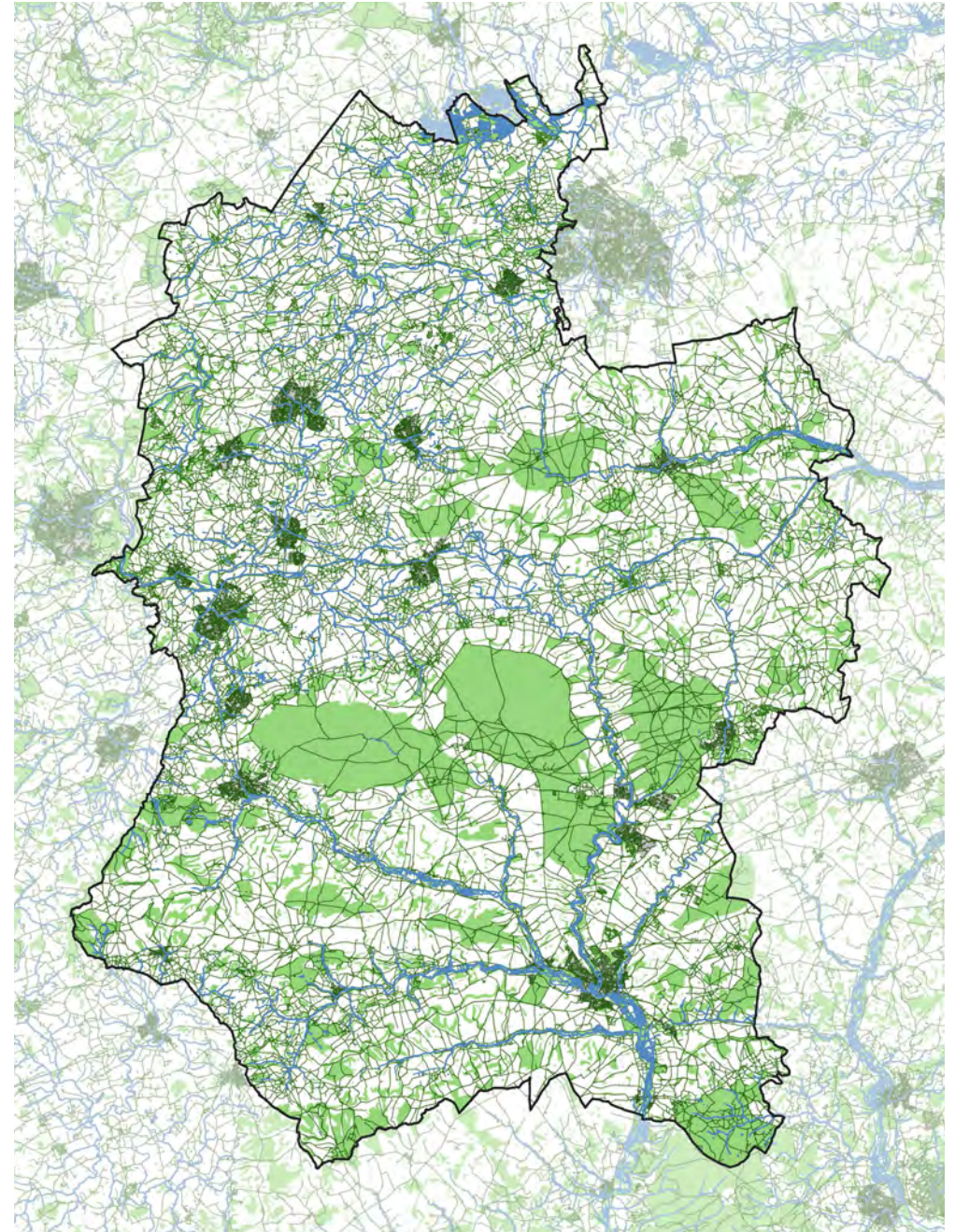
MAP 2.12 Watercourses & Waterbodies
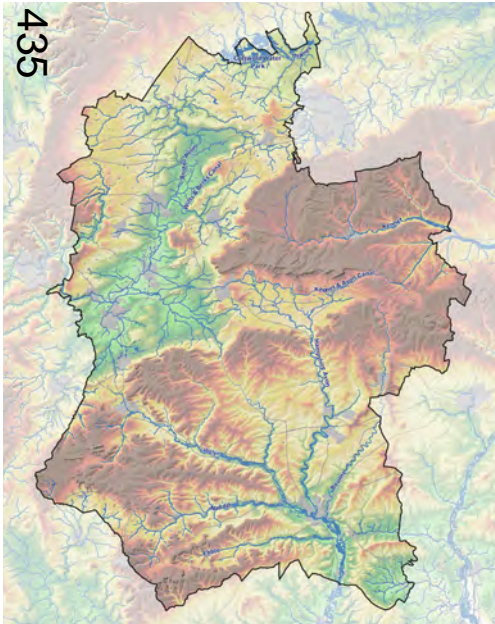
MAP 2.13 Strategic GBI Sites - Accessibility
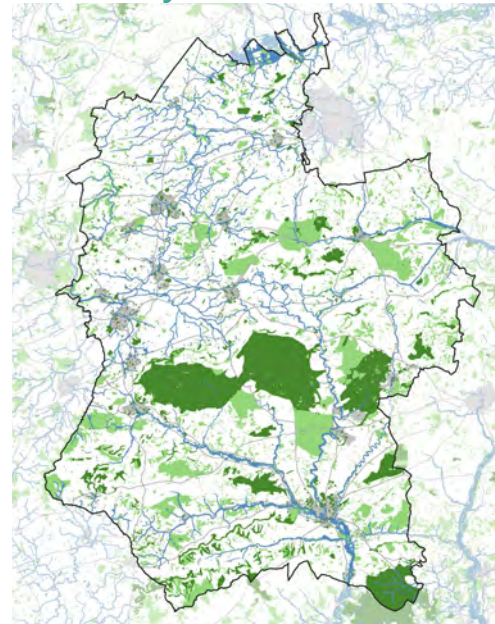
2.4   Defining Strategic GBI Priorities & Opportunities

As Wiltshire is a large area with a diverse range of GBI assets, Strategic GBI Areas have been defined to provide an integrated spatial framework for identifying strategic priorities and opportunities to strengthen Wiltshire's GBI Network at the landscape-scale (see **Box 2.2** and **Map 2.15**).

BOX 2.2   Strategic GBI Areas in Wiltshire

1. Thames Vale
2. Bristol Avon & Cotswolds Limestone
3. Bristol Avon Vale
4. Kennet & Marlborough Downs
5. Hampshire Avon & Vale of Pewsey
6. Hampshire Avon & Salisbury Plain
7. Test and Itchen & Chute Forest
8. Test and Itchen & the New Forest
9. Hampshire Avon & Cranborne Chase and West Wiltshire Downs
10. Hampshire Avon & the Vale of Wardour
11. Dorset Stour Vale & Hills
12. Dorset Stour & Cranborne Chase Downs

MAP 2.15 Wiltshire's Strategic GBI Opportunity Areas
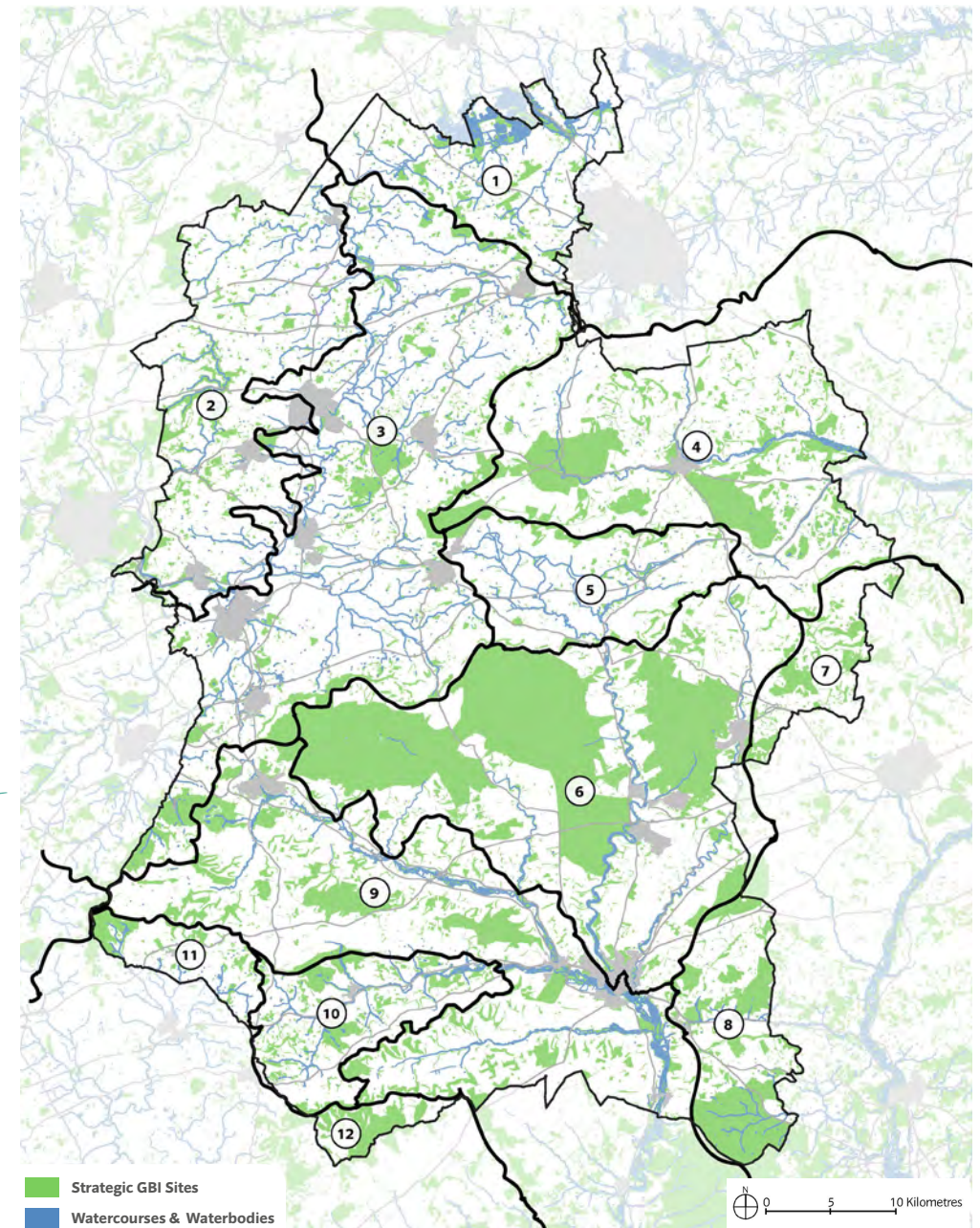
The Strategic GBI Areas largely reflect River Catchments defined by the Environment Agency, Landscape Biodiversity Areas as defined by the Wiltshire & Swindon Local Nature Partnership and Landscape Character Types/Areas defined by Wiltshire Council (see **Evidence Base** for further details).

These Strategic GBI Areas are a key part of how the Strategy will be delivered. Informed by the review of existing priorities and opportunities, Wiltshire Council will work with partners to identify and keep track of future priorities and opportunities for improving the management of Wiltshire's GBI Network across each of the Strategic GBI Areas in line with this Strategy's goals.

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For example, Wiltshire Council will work with partners to develop Nature Recovery Networks based on the Wiltshire & Swindon Landscape Biodiversity Areas Framework, which identify priorities for restoring, maintaining and enhancing the connectivity of priority habitats at the landscape-scale to help in the recovery of priority species.

The role of the Strategy is to help support these initiatives by developing a shared vision and goals which can draw out ways to integrate our efforts, and prioritise action in pursuit of a multi-functional and better connected GBI network for Wiltshire that helps address our biggest challenges.

2.5   Defining Local GBI Priorities & Opportunities

In addition to looking at landscape-scale opportunities within Wiltshire's Strategic GBI Areas, we also need to focus in on towns where a significant level of change is expected. The protection and enhancement of Wiltshire's GBI Network will be crucial in helping to ensure that the growth set out in the Wiltshire Local Plan can be delivered in a sustainable manner.

In particular, the development proposed in the Local Plan will necessitate a focus on improving GBI provision within the Principal Settlements and Market Towns, particularly along river and canal corridors. Development also offers potential opportunities to create new and enhanced linkages between the towns and the countryside for people and wildlife.

Set within the context of the Wiltshire-wide Strategic GBI Network, Settlement GBI Frameworks will be developed to highlight key needs and opportunities for improving Local GBI Networks in and around the Principal Settlements and Market Towns identified for growth in the new Local Plan over the period to 2036 (see **Box 2.3** and **Map 2.16**).

BOX 2.3   List of Potential Settlement GBI Frameworks

Principal Settlements:

- Chippenham
- Salisbury
- Trowbridge

Market Towns:

- Amesbury, Bulford & Durrington
- Bradford on Avon
- Calne
- Corsham
- Devizes
- Malmesbury
- Marlborough
- Melksham & Bowerhill Village
- Royal Wootton Bassett
- Tidworth & Ludgershall
- Warminster
- Westbury
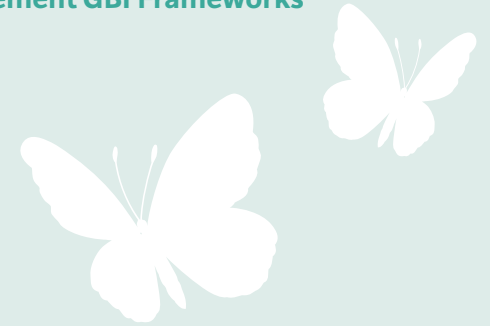
MAP 2.16 Potential Settlement GBI Frameworks

Page 439
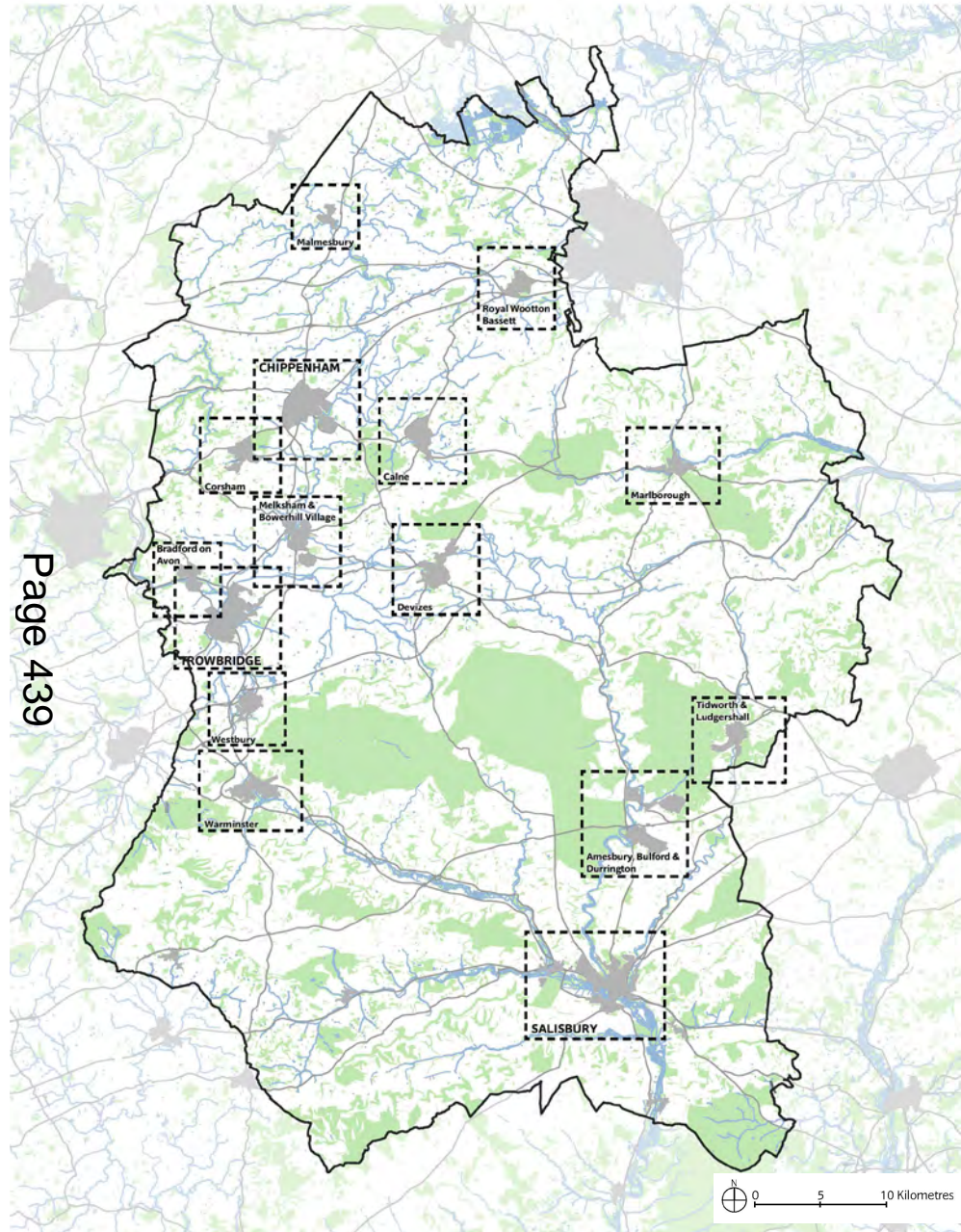
Local needs and opportunities will be informed by the GBI **Evidence Base** and through engagement with town and parish councils, and other local stakeholders as appropriate.

The Settlement GBI Frameworks will have a central role in informing local planning and delivery of GBI to support planned sustainable growth of these communities.

In addition to supporting the Local Plan's place-making approach, the Frameworks will also provide a tool for identifying shared priorities for improving Local GBI Networks in line with this Strategy's goals through partnerships and specific local initiatives.

While Settlement GBI Frameworks will not be developed for all settlements in Wiltshire, any town or village may wish to collate and develop its own local priorities and objectives for GBI linked into their Neighbourhood Plan.

Developing the Vision - the Big Challenges

Our Vision for GBI in Wiltshire

Our Goals for GBI

Section three - Our shared vision

3.1   Developing the Vision - the Big Challenges

> *'The most important issue of the 21st century will be the condition of the global environment'*
>
> **(Ian McHarg, Design with Nature)**

There are many challenges, global and local. However, the following three overarching themes are important considerations for all well-managed, multi-functional GBI networks:

- **Climate Change**
- **Biodiversity**
- **Health & Wellbeing**

Our environment faces big challenges for current and future generations. The scale of human impact on the planet has never been greater than it is now.

At a global level, the 20th century brought many technological benefits and changes to our way of life, but we have also experienced unprecedented expansion in population, consumption, energy use, waste and pollution, and the conversion of land to agriculture.

Climate change is a defining issue of our times that will have serious impacts for future generations…

There is a growing body of scientific evidence that suggests that the UK's climate is changing, causing higher average temperatures and increasing the frequency and intensity of extreme weather events. Climate change is one of the greatest threats to Wiltshire's GBI assets, as well as our economy and society more broadly. The resultant environmental change will have significant impacts on wildlife, natural processes and human populations.

The GBI network can play an important role in the mitigation of environmental impacts of climate change and GBI solutions are increasingly central to climate change adaptation. In response to the global climate crisis, Wiltshire Council's ambition is to seek to make the county of Wiltshire carbon neutral by 2030. National policy requires local planning policies to address provisions of the Climate Act (see **Box 3.1**), Wiltshire Council has committed to a goal of achieving net zero carbon and becoming carbon neutral by 2030. The council has developed a draft Climate Strategy which sets out high-level objectives across 7 themes, including 'Natural Environment, Food and Farming' which has close links with the GBI Strategy.

BOX 3.1   National Policy & Climate Change

National planning policy requires local planning policies to be in line with the objectives and provisions of the Climate Change Act 2008. In August 2019, the Climate Change Act was amended to set a target for carbon emissions in the UK to become net zero carbon by 2050.
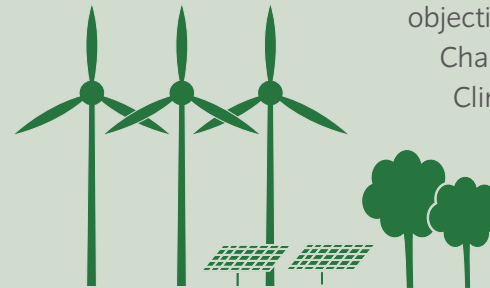
Net zero carbon means, on balance, not creating more CO2 than is stored up or offset. Any carbon emissions we create through burning fossil fuels must be balanced out by schemes to absorb it back out of the atmosphere – such as planting trees or using technology such as carbon capture and storage.

In reality, we can only absorb and offset a small amount of CO_2. This means the vast majority of our energy needs must be met by renewable forms of energy, and this will only be possible by reducing our energy use drastically.

With the Council seeking to be carbon neutral by 2030 it is likely to present both challenges and opportunities for Wiltshire's landscapes, wildlife, businesses (including agriculture) and communities.

Scenarios could include large-scale planting of trees and woodlands to store carbon and reduce flood risk; substantially increased woodland to help store carbon and planting of street trees to help counter the urban heat effect; and/or reducing carbon emissions through increased renewable energy generation.

Our Local Plan will play a key role in helping us achieve this challenge. It will influence where we plan for development, and how it is designed, as we move towards low-carbon lifestyles and encourage low carbon activities and alternatives to private car use.

Balancing measures for combatting climate with other land use planning priorities will be a significant challenge, which will require novel ways of thinking and strong leadership. As well as carbon reduction and climate change mitigation, we also need to put measures in place to help us adapt and be more resilient to a changing climate.

Flood risk cannot be eliminated but it can be managed to protect lives, communities and economic growth. Climate change is increasing the risk of flooding, and population growth means more people are likely to live in affected areas.

In recent years we have been experiencing greater incidents of flooding in the UK. The situation is likely to intensify as temperatures continue to rise: a warmer atmosphere can hold more moisture, leading to heavier rainfall; oceans are likely to become more acid, polar ice reduce and sea-levels rise.

Wiltshire's Surface Water Management Plan suggests that Wiltshire has a significant number of settlements that are susceptible to surface water flooding with up to 16,000 properties estimated to be at risk.

Under UK climate change projections, median rainfall in the South West of England is predicted to rise from 6-18% in 2020 to 18-41% by 2050, suggesting heavier, more intense rainfall during winter months.

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Halting the significant decline of biodiversity is now widely recognised as a major global and local issue...

Biological diversity, or 'Biodiversity', is simply the variety of life on Earth – the variety of ecosystems or habitats, of species and of the genetic diversity they contain. We value wildlife in its own right but biodiversity also underpins much of the economic and social benefit we gain from nature.

The ecological network of diverse terrestrial and freshwater habitats across Wiltshire support a wide variety of flora and fauna. A healthy and biodiverse environment is important to ensure Wiltshire's future prosperity and the wellbeing of all who live, work and visit here.

Wiltshire on the face of it seems very green. However, in recent decades biodiversity in the area has been decreasing. Rural areas are dominated by agricultural land, which in some areas is often not biodiverse, and in urban areas the loss of gardens and increase in urban uses often reduces biodiversity. Where chalk streams run very low due to over-abstraction of groundwater, this can impact on riparian wildlife.

In line with national policy (see **Box 3.2**), we will explore how the Local Plan can improve the GBI network for biodiversity as part of the overall development strategy for the area and the wider response to climate change.

BOX 3.2 National Policy & Biodiversity

National planning policy requires us to protect and enhance valued wildlife habitats and sites of biodiversity importance. It also requires development to achieve a net gain for biodiversity to ensure habitats for wildlife are enhanced and left in a measurably better state than they were in before development.

Local Plans need to take a strategic approach to promoting the restoration and enhancement of the GBI network, taking into account its varied benefits including supporting biodiversity, providing opportunities for recreation, mitigating and adapting to climate change and enhancing landscape character.

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Unhealthy lifestyles and lack of access to green space is an increasing well-being issue for many…

Wiltshire overall is a prosperous area, but it includes communities and individuals that do not experience the benefits of this wealth. Within Wiltshire, there are specific health and well-being issues facing some of those living in urban communities (such as poor air quality along some road corridors and access to local green space) and in rural communities (such as limited access to services and transport).

BOX 3.3   National Policy and Health & Wellbeing

National planning policy requires that Local Plans should aim to achieve healthy, inclusive and safe places by:

Creating places that promote social interaction between people who might not otherwise come into contact with each other.

Making sure places are safe and accessible so that the fear of crime does not undermine quality of life.

Supporting healthy lifestyles by provision of greenspaces and sports facilities, and opportunities to walk and cycle in accordance with the Local Transport Plan

- Meeting the variety of needs in our community.

Plans need to ensure development is right for its location, and consider impacts of the development itself, including for issues like air quality and noise. Plans should also consider how they can contribute to the achievement of wider objectives, such as in Air Quality Management Plans.

…and poorly designed places can also reduce the well-being benefits of growth and new development

Wiltshire is a largely rural area with a nationally valued and distinctive landscape, including the iconic Stonehenge and Avebury World Heritage Site. In addition to the historic cathedral city of Salisbury, Wiltshire contains numerous market towns and villages, many of which are cherished for their architectural heritage and distinctive qualities, making them very desirable places to live and to visit.

Some of Wiltshire's towns have experienced growth over recent years, but we have a track record as a place where good contemporary design and the historic environment co-exist in harmony.

The need for sustainable growth supported by resilient infrastructure is also a key issue…

Achieving strong economic growth and successfully developing strong and resilient communities depends on a healthy natural environment. The need for a green economic recovery after the COVID-19 coronavirus pandemic is at the forefront of national and local government strategy.

Planning for jobs, homes and community facilities must be fully integrated with the planning of a resilient, multi-functional green and blue infrastructure network.

For development to be sustainable, we need to ensure that infrastructure is available to support new jobs and homes. Traditionally, people think about transport, schools and health facilities, utility networks like water and power, and telecommunications such as broadband. However, Green and Blue Infrastructure is equally important and must be considered in combination, in order to provide socio-economic, environmental and health benefits.

Resilient infrastructure that combines green/blue and grey infrastructure and makes full use of nature-based solutions will be key to supporting sustainable growth (see **Box 3.4**).

BOX 3.4 Blending Green/Blue and Grey Infrastructure

Combining green/blue and traditional grey infrastructure while creating assets, such as parks, not only contributes to clean air and storm water retention but also provide public amenities that improve quality of life. From renewable energy to sustainable transport systems, the environmental benefits of integrating GBI and grey infrastructure assets are manifold:

- Sustainable grey infrastructure assets can help manage climate and natural hazards, reduce greenhouse gas emissions, manage natural capital and enhance resource use efficiency.
- Integrating GBI such as trees and woodlands, following the "Right Tree Right Place" principle, into grey infrastructure assets can improve air quality and contribute to removing carbon dioxide from the atmosphere, increase flood protection and prevent soil erosion.
- Green roofs, where viable, act as giant sponges, soaking up rain water before it pollutes waterbodies, assisting with flood control and, collectively, can reduce temperatures in towns during the summer.

Our big themes for the GBI Strategy...

Through looking at the challenges faced by Wiltshire in its local and global context, three big themes stand out that form a basis for the GBI Strategy's vision, goals and implementation:

- Mitigation, adaptation & resilience to climate change
- Halting the loss of & improving biodiversity
- Contributing to health & well-being
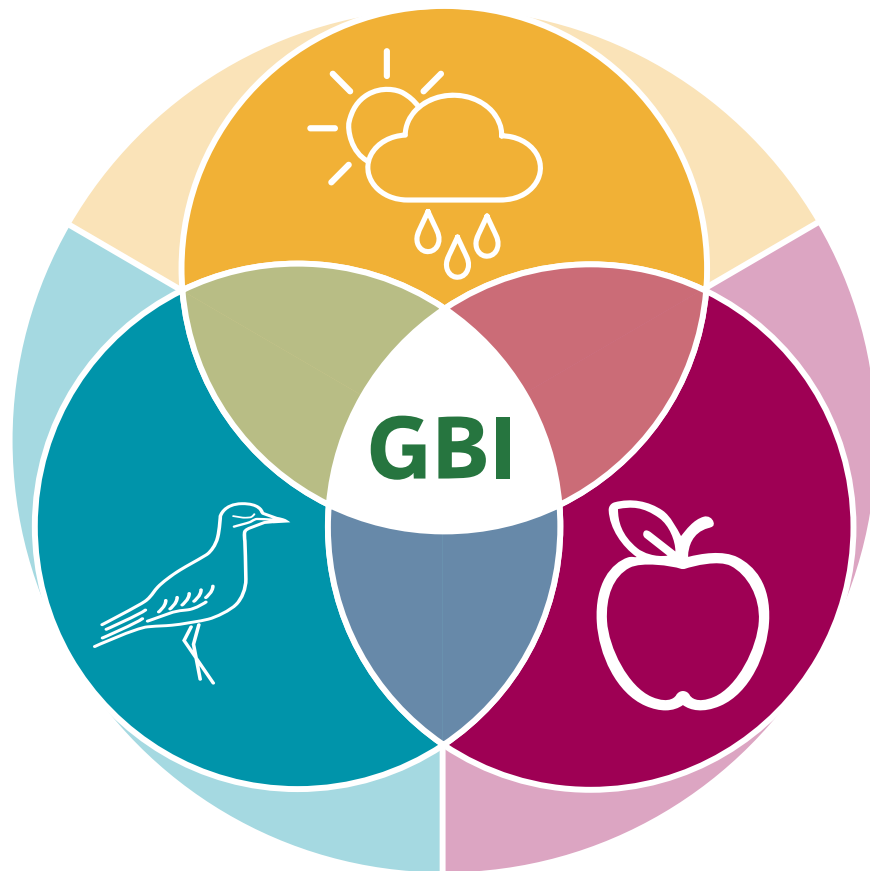
3.2   Our Vision for GBI in Wiltshire

GBI has an important role to play in helping address many of the big challenges facing our environment...

The natural environment is one of our most valuable assets. Our diverse and distinctive downland landscapes, wildlife and iconic world heritage help define Wiltshire. Nature underpins our wellbeing and prosperity, and the aspiration is for our communities, businesses and visitors to benefit from Wiltshire's natural capital.

The natural environment has the capacity to deliver multiple well-being benefits to the citizens of Wiltshire. These benefits include clean water, flood protection, space for leisure and recreation, food and fuel production, a sense of tranquillity, jobs and economic activity associated with a range of sectors including forestry, tourism, leisure and agriculture.

If future generations are going to realise the benefits that the natural environment can provide, then we need to pass on natural areas in a healthier and better condition than they are now. This means that we need to work together to develop approaches which protect and enhance the health of our natural resources as an important asset for Wiltshire.

Our shared vision and goals for GBI in Wiltshire have been shaped by discussions with a wide range of partners and stakeholders.

Our shared long-term vision for Wiltshire's GBI Network…

Wiltshire's multi-functional network of high quality, biodiverse and accessible green and blue infrastructure is widely valued by our communities, businesses and visitors.

Managed sustainably through strong leadership and partnerships, the green and blue infrastructure network provides a range of well-being benefits for people, places and nature across Wiltshire.

As a result of working with natural processes to support delivery of multi-functional ecosystem services, Wiltshire is better able to adapt to a changing climate and biodiversity loss has been reversed.

Networks of green and blue spaces and corridors in the countryside and our towns support access to nature and healthy lifestyles, and provide high quality landscapes and beautiful places for people to live, work and visit.

This GBI Strategy provides a framework for delivery of our vision…

The GBI Strategy is intended to set a framework that can be responsive to opportunities and constraints - such as land ownership, community aspirations, access to funding, land drainage requirements, development opportunities, conservation considerations, etc.

This vision is supported by the Strategic and Local GBI Networks outlined in **Section 2.0** and will be reflected in the Settlement GBI Frameworks. Together, these focus attention on priority areas, at the strategic and local level, that need to be safeguarded and managed to create a multi-functional network of green and blue spaces and links, for which investment can deliver the greatest range of benefits.
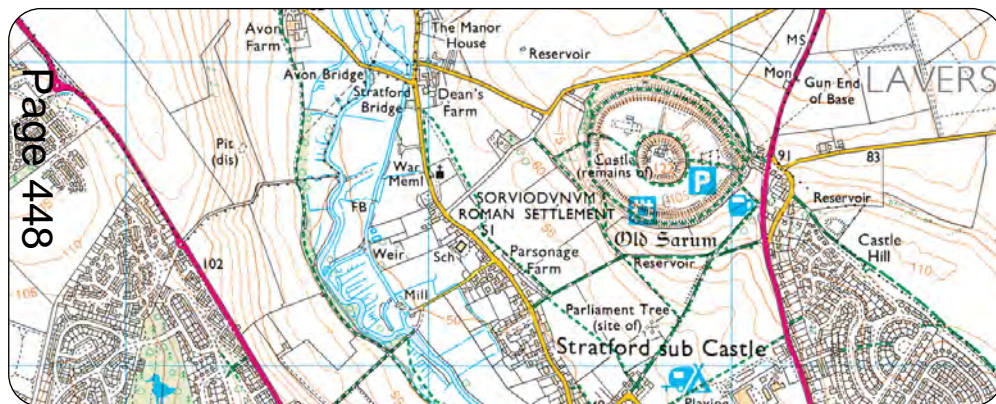
The GBI Networks encompass a range of GBI assets, functions, locations, sizes and levels of accessibility and use, and operates at every spatial scale and in all geographic areas, both rural and urban.

It provides the context for the delivery of strategic and local GBI interventions for improving the quality and connectivity of existing GBI assets, as well as the creation of new GBI assets in areas where there are identified needs.

As highlighted in **Box 3.5**, it is important to ensure that the integrity of the overall GBI Network is not compromised by inappropriate development or land management.

BOX 3.5   Safeguarding the Integrity of the GBI Network

In order to ensure that the integrity of the overall GBI Network is not compromised by inappropriate development or land management, there needs to be flexibility in how the GBI Network is protected and managed.

In cases where there is an unavoidable harm to existing GBI assets in order to meet essential social and economic needs, this should be offset by mitigation and compensation measures to enhance the functionality of other GBI assets elsewhere within the GI Network.   However, some habitats, such as ancient woodlands, are irreplaceable and need protection in accordance with the mitigation hierarchy outlined in the National Planning Policy Framework.

Where development is planned within or in close proximity to a GBI asset, it should become an integral feature to the layout, design and 'identity' of the development to ensure that the connectivity of the GBI Network for both public benefit and biodiversity is retained and enhanced.

Focusing investment on management of Wiltshire's existing GBI assets to improve their condition and quality is a clear priority for strengthening the resilience of the Strategic and Local GBI Networks - in particular, management of natural and semi-natural greenspaces, urban trees and urban green spaces.

Effective protection of existing GBI assets where under pressure from land use changes, inappropriate management and use, pests and diseases and/or climate change is also of importance. Addressing deficits in local GBI provision to meet the existing and future needs of communities in Wiltshire who are likely to experience growth-related pressures is also a priority.

The Strategic GBI Network paints the 'big picture' for GBI in Wiltshire…

Comprising a mosaic of land uses, natural features and habitats, built heritage, archaeological resources and towns and villages, the multi-functional Strategic GBI Network illustrated on **Map 2.1** has the potential to deliver a range of economic, environmental and social well-being benefits for people, place and nature in Wiltshire.

The Strategic GBI Network provides a framework for identifying priorities and opportunities to improve ecological connectivity at a landscape–scale by creating more, on a bigger scale with better management of more joined up habitats.

Buffering and extending designated wildlife sites by restoration of habitats creates stepping stones and corridors for dispersal of wildlife between these sites. Provision of pollen/nectar-rich wildflower habitats support bees, butterflies and other pollinators.

A network of green and blue access links provide multi-user, predominantly off-road, strategic access routes for pedestrians and cyclists including existing Rights of Way, linking and integrating residential and business areas to public transport services, leisure destinations and urban green spaces across Wiltshire's towns While these links have the primary function of providing access and recreational route linkages, with appropriate management they also provide corridors for wildlife dispersal to the designated wildlife sites.

The access network that connects communities in Wiltshire's towns and villages via the national cycle network to major destinations providing accessible natural greenspace - such as the Cotswolds AONB and Cotswolds Water Park, the North Wessex Downs and Avebury, Salisbury Plain and Stonehenge, Cranborne Chase AONB and the New Forest National Park.

New access connections along some sections of the links may be needed and existing access upgraded where appropriate to accommodate cycle use, such as along canal towpaths.
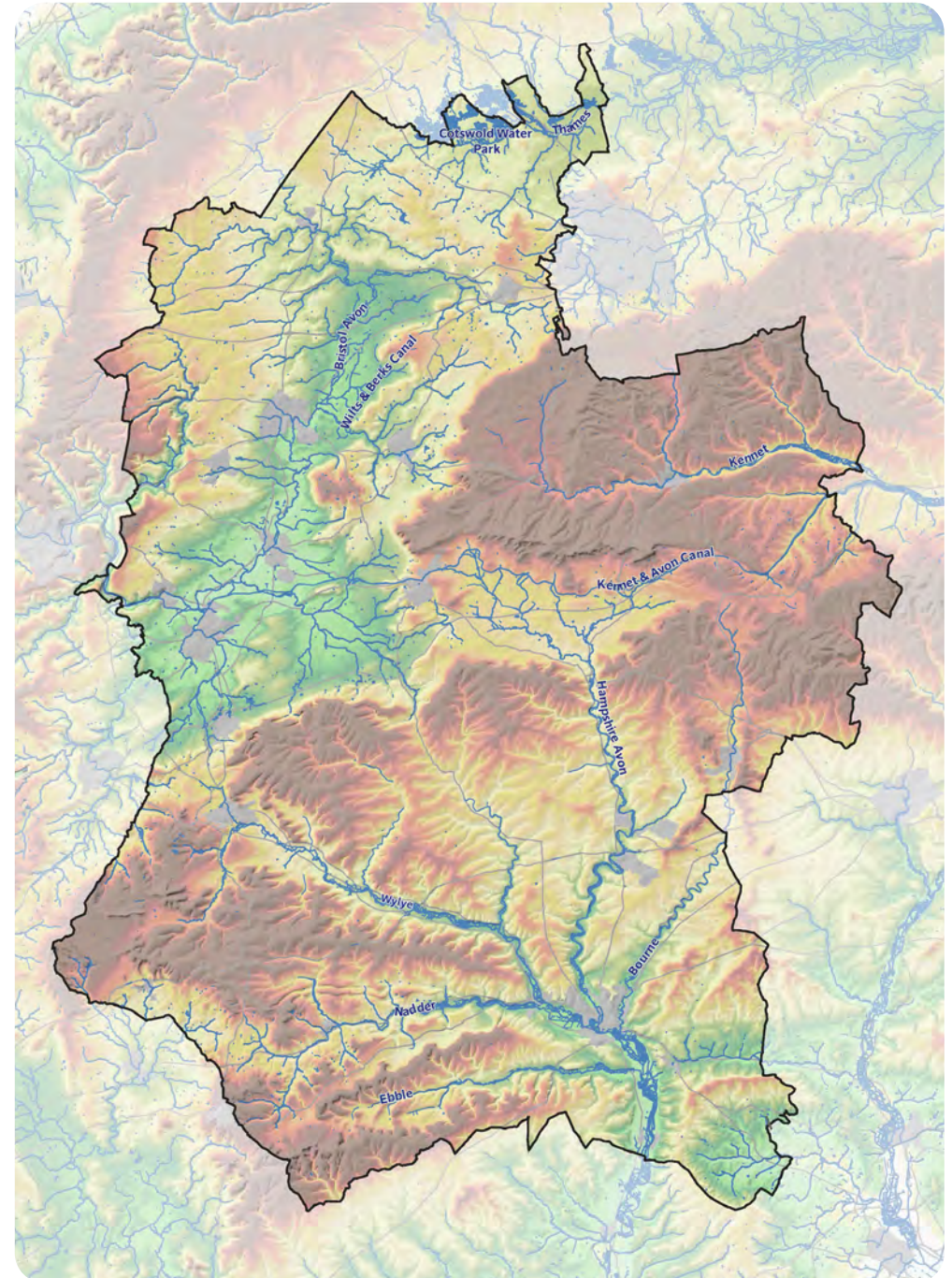
The Local GBI Networks highlight needs and opportunities for Wiltshire's key settlements...

Set within the context of the Wiltshire-wide Strategic GBI Network, the Local GBI Networks set out in the Settlement GBI Frameworks will identify GBI assets threading through the built environment, weaving together urban green spaces in areas where people live and work with public transport networks and the wider countryside.

With investment and appropriate management, the Local GBI Networks can deliver a range of well-being benefits for local communities.

GBI in and around settlements provides communities with green and blue spaces for recreation and access to nature and contributes to sense of place and sustainable travel opportunities by providing safe active travel routes for walking and cycling.

Street trees, woodlands and amenity greenspace in urban areas help counter the 'urban heat island effect' by providing shade to regulate the micro-climate, and domestic gardens and green roofs/walls, where viable, can provide linkages for wildlife through built-up areas.

These local GBI Assets also help in managing surface water runoff in urban areas and mitigate flooding and conveyance of pollutants to watercourses.

> Local GBI needs and opportunities will be identified through the preparation of Neighbourhood Plans prepared by town/parish councils with the support of Wiltshire Council, and Community Environmental Plans developed using the Wiltshire Community Environmental Toolkit.

In a nutshell, our vision can be summarised as:

- **More GBI** – creating new GBI assets to protect, enhance and expand what we already have.

- **Higher Quality GBI –** improved and well-managed, resilient and multifunctional GBI Networks

- **Better Connected GBI** – active travel networks that link people and wildlife throughout our towns and countryside.

3.3   Our Goals for GBI

In working towards achieving our long-term vision, we will focus action on delivering positive outcomes and benefits from investment in Wiltshire's GBI Network under the following three big themes illustrated on **Diagram 3.1**.

- **Mitigation, adaptation & resilience to climate change**
- **Halting the loss of & improving biodiversity**
- **Contributing to health & well-being**

These themes reflect the UN's Sustainable Development Goals to take urgent action to combat climate change and its impacts (Goal 13); halt biodiversity loss (Goal 15); and to ensure healthy lives and promote well-being for all at all ages (Goal 3).

In addition, the GBI Strategy will also make a contribution to many of the other UN Sustainable Development Goals - including Goal 6 (clean water); Goal 7 (clean energy); Goal 8 (sustainable economic growth); Goal 9 (resilient infrastructure); Goal 11 (sustainable cities and communities); and Goal 12 (sustainable water, energy and food consumption/production).

We will act locally to achieve outcomes that contribute to national goals and targets for improving the UK's environment set out in the Government's 25-year Environment Plan published in 2018 (see **Box 3.6**).

BOX 3.6   Government's 25-year Environment Plan Goals

By adopting this Plan, we will achieve:

1. Clean air.
2. Clean and plentiful water.
3. Thriving plants and wildlife.
4. A reduced risk of harm from environmental hazards (eg flooding/drought).
5. Using resources from nature more sustainably and efficiently.
6. Enhanced beauty, heritage and engagement with the natural environment.

In addition, we will manage pressures on the environment by:

7. Mitigating and adapting to climate change.
8. Minimising waste.
9. Managing exposure to chemicals.
10. Enhancing biosecurity.

25-Year Environment Plan Targets

DIAGRAM 3.1 Wiltshire GBI Vision

OUTCOMES

Carbon Storage
Urban Cooling
Water & Soil Quality

ACTIONS

Air Quality

Adaptation
Mitigation
Management

Flood Storage

THEMES

Better Habitats

Conservation & Enhancement

Climate Change

Physical Health

Access

GBI

Biodiversity

Health & Well-being

Bigger Habitats

THEMES

Mental Health

Creation & Restoration

Activity

More Habitats

ACTIONS

Food

Sense of Place

Biodiversity Net Gain

ACTIONS

OUTCOMES

Connected Habitats

Community Empowerment

OUTCOMES

Greener Development

Greener Living

Our goals for improving Wiltshire's GBI Network are framed around the vision's 3 themes…

Goal 1: Mitigation, adaptation and resilience to climate change

By 2030, we will have increased our ability to mitigate and adapt to climate change through adoption of nature-based solutions...

Working in partnership we will do this by:

- Contributing to national targets and Wiltshire Council Climate Strategy objectives for cutting greenhouse gas emissions (including from urban and rural land use change, opportunities for active travel, and the agriculture and waste sectors)

- Considering the best nature-based pathways to help support 'Net Zero' for the county

- Supporting the delivery of climate change adaptation strategies and management plans for Wiltshire to improve its resilience to impacts of climate change associated with a 2°C temperature rise

- Reducing risks of harm from natural hazards through adoption of natural flood and water management approaches alongside traditional grey infrastructure at the local and catchment level

- Contributing to national targets for reducing over-abstraction of water, and meeting water quality objectives for biodiversity and drinking water

- By promoting nature-based carbon removal from the atmosphere through better soil management, the protection of existing natural carbon sinks and the promotion of tree and woodland establishment.

Goal 2: Halting loss of and improving biodiversity

By 2030, we will have gained a more biodiverse and resilient ecological network in Wiltshire...

Working in partnership, we will do this by:

- Supporting the development of a Local Nature Recovery Strategy to help build resilience to climate change and provide opportunities for species and ecosystem recovery.

- Helping to restore our terrestrial and freshwater protected sites to favourable condition, securing their wildlife value for the long term.

- Creating or restoring wildlife-rich habitat outside the protected site network, focusing on priority habitats as part of a wider set of land management changes providing extensive benefits.

- Taking action to recover threatened, iconic or economically important species of animals, plants and fungi, and where possible to prevent human induced extinction or loss of known threatened species.

- Increasing carbon storage capacity of woodlands in England in line with the Government's aspiration of 12% woodland cover by 2060 in England involving planting 180,000 hectares by end of 2042.

Goal 3: Contributing to health and well-being

By 2030, we will have increased the health and well-being benefits of access to nature, and improved the sustainable use and health of our natural resources…

Working in partnership, we will do this by:

- Safeguarding and enhancing the outstanding natural beauty and character of our landscapes to enhance a sense of place and support the local economy.

- Help make sure that there are high quality, accessible green spaces close to where people live and work, particularly to help adapt to climate change in urban areas.

- Encouraging more people to be active outdoors, participate in active travel opportunities and get involved with community food growing by encouraging better access to our GBI networks

- Empowering communities to get more involved in the management and protection of local GBI, taking ownership of local GBI assets and managing them for the benefit of the whole community where necessary.

- Improving our approach to sustainable soil, food and forestry management.

- Enhancing biosecurity measures to protect our wildlife and livestock, boost the resilience of plants and trees to pests and diseases and tackle invasive non-native species.

- Promoting nature-based solutions to improve air quality for people in locations that fail to meet national standards

Our key priorities for action...

While good progress has been made in recent decades to improve Wiltshire's environment, there is much more that we can still do to deliver GBI benefits for people, places and nature.

We recognise that some of the goals for GBI outlined above are likely to take longer than others to achieve. So we have identified six key priorities for action to deliver GBI benefits in the short-medium term (see **Box 3.7**).

BOX 3.7 Priorities for Action

1. **Creating more and better green spaces in our towns** to help prevent flooding and attract people to live, work and invest in the area.

2. **Planting the right trees in the right places** to support natural flood management, contribute to carbon net zero targets and strengthen ecological connectivity, provide shade and improve air quality.

3. **Supporting access to nature** via a viable walking and cycling network

4. **Encouraging environmentally sensitive farming** in ways that enhance soil quality, sequester carbon, encourage wildlife, produce food and provide employment.

5. **Supporting a green economic recovery** from the COVID-19 coronavirus pandemic

6. **Embedding GBI into development and place-making** to include nature-based solutions such as implementing sustainable drainage systems, green roofs and living walls

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Section four - Delivering the vision

4.1 Overview

Our vision is for a high quality, well-connected and multi-functional GBI network in Wiltshire...

This GBI Strategy is the start of a new way of working, in partnership, across Wiltshire and beyond, to achieve the shared vision and goals.

Although the Strategy will need to evolve as things change, we have identified some immediate priorities. Work will focus on the priorities highlighted in **Box 3.3** to start with, whilst further priorities and opportunities are identified in support of the Strategy's three overarching goals.

Any actions that are undertaken in support of the Strategy must contribute to a high-quality, well-connected and multi-functional GBI network that achieves benefits for people, place and nature.

These are broken down into delivery themes and a set of principles to guide future initiatives and decisions.

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4.2   Delivery Themes

- 💧 Flooding & Water Management
- 🚜 Sustainable Farming & Land Management
- 🦋 Nature Recovery & Landscape Management
- 🌳 Woodland & Trees
- 💛 Healthy Living
- £ Economic Recovery & Valuing Natural Capital

The areas of work outlined here will be an important contribution towards achieving our priorities. These are areas where often there are commitments already in place and a level of agreement between Wiltshire GBI partners. But further specific actions will need to be developed with the relevant partners.

Also included are some examples of work already happening.

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Theme 1: Flooding & Water Management

We will encourage greater use of natural flood risk management solutions…

In line with the National Planning Policy Framework, the GBI Network and Strategy will be used as a starting point for planning developments that are flood resilient and do not increase flood risk.

In addition, we will also encourage greater use of natural flood risk management solutions alongside traditional flood defence infrastructure as highlighted below.

Natural flood management solutions

The GBI Strategy seeks to promote the use of more nature-based flood management solutions where appropriate, developed in accordance with the principles of the Working with Natural Processes (WWNP) approach to reducing flood risk (see **Box 4.1**).

Natural flood management can play an important role in flood risk management alongside more traditional defences (see case study in **Box 4.2**).

Techniques can include river bank restoration, reconnecting rivers with their flood plains and storing water temporarily on open land. Building leaky debris dams can reduce soil erosion and trap sediment, protect water courses and manage water flow. Trees have an important role to play as a nature-based solution to flooding and water management. Trees can:

- Catch rainfall to prevent water reaching the soil and adding to flooding, which can amount to 40% of annual rainfall
- Increase infiltration of water deep into the soil reducing surface water flows and recharging the ground water, helping prevent future drought
- Stabilise soil and prevent erosion
- "Slow the flow" by increasing surface roughness, helping to reduce flooding
- Provide woody material for leaky debris dams

By working with natural processes, we can better protect ourselves from hazards such as flooding while delivering wider benefits such as better wildlife habitats, recreation opportunities and water quality. For example, floodplain meadows can lock up significant amounts of carbon in the soil, and landscape-scale restoration of flower-rich floodplain meadows offers the potential to deliver multiple benefits.

BOX 4.1   The Working with Natural Processes Approach to Reducing Flood Risk

Working with Natural Processes (WWNP) to reduce flood and coastal erosion risk (FCRM) involves implementing measures that help to protect, restore and emulate the natural functions of catchments, floodplains, rivers and the coast. WWNP takes many different forms and can be applied in urban and rural areas, and on rivers, estuaries and coasts.

The WWNP evidence base provides flood risk managers with access to up-to-date information on WWNP measures to understand their potential multiple benefits; any gaps in knowledge; where it has been done before and any lessons learnt; and where in a catchment they might be most effective.

WWNP Evidence Base

BOX 4.2   Case Study: Hills to Levels Project, Somerset

The drained, farmed landscape of the Somerset Levels provides a testing case for working with natural process, one which local partners have risen to address.

Work is underway to 'slow the flow' of water from the hills to the Levels, across a large catchment (2,871km^2). The project's measures are working to improve infiltration of rainfall into soils, intercept runoff by diversion and attenuation, slow the flow in-stream and attenuate flood water on re-connected floodplains.

So far this has helped protect properties in the upper catchment that suffer from surface water flooding and 150 properties in and around the Somerset Levels. The project has provided approximately 15,000m^3 of floodwater storage in water attenuation features alone.

Sustainable Drainage Systems

Surface water flooding poses a significant and increasing risk, which can lead to sewer flooding and environmental pollution.

The GBI Strategy seeks to promote the increased use of sustainable drainage systems (SuDS), especially in new developments (see **Box 4.3**).

> **BOX 4.3   Sustainable Drainage Systems**
>
> Sustainable Drainage Systems (SuDS) manage surface water run-off from rainfall close to where it falls in a more natural way, reducing pressure on existing piped systems and therefore reducing risk of flooding. SuDS can include permeable surfaces, storage tanks and ponds to reduce the risk of surface water flooding.
>
> In addition to providing flood risk mitigation, well-designed SuDS can increase property value and enhance the GBI of a development. SuDS can moderate microclimate, benefit ecology, improve water quality and provide amenity spaces with opportunities for recreation, exercise and active travel. SuDS can also help make communities more resilient to climate change. The cost of SuDS construction can also work out much cheaper than traditional drainage methods if planned properly from the very start.
>
> Good practice guidance for major new developments is provided by **Water People Places – a guide for master planning sustainable drainage into developments (2013)**.

We will work with developers and planners to realise the multiple benefits of designing SUDS as both flood mitigation and local GBI for the benefit of wildlife and recreation (see case study in **Box 4.4**).

In its capacity as Lead Local Flood Authority, Wiltshire Council is a statutory consultee on surface water drainage for all new major developments in Wiltshire.

The Council provides advice to applicants on meeting the requirements of **Defra's National Technical Standards for Sustainable Drainage**, the evidence required to support an application and what standard conditions may be with respect to surface water drainage.

Wiltshire Council will work together with water and sewerage companies, highways authorities and other risk management authorities to manage flood risk and adoption and maintenance of SuDS.

> **BOX 4.4   Case Study: Sustainable Drainage Systems at Sandpit Lane housing development, Calne**
>
> In 2010, planning permission was granted for up to 350 dwellings to be developed on a site to the east of Calne.
>
> In order to support this major urban extension to the town, a Sustainable Drainage System was required to accommodate drainage from the site and reduce the impact of surface flooding in the town centre downstream where properties are known to be at increasing risk from fluvial flooding as a result of climate change. An attenuation pond was created close to the nearby Abberd Brook in 2012 in order to serve the developments drainage needs, and was designed to include areas of wildflower grassland, wetland margins and an access track.
>
> The system is managed sensitively for biodiversity and one year on it already has well established habitats supporting a range of birds, amphibians and invertebrates, and is used by residents for recreation. In addition to supporting sustainable development and reducing future flood risk for Calne, this feature has helped to reinforce landscape character in the Abberd Brook valley, provided a place for local residents to connect with nature, and created a refuge to help local wildlife thrive and move through the landscape.

We will encourage greater respect for nature in how we use water...

It is vital that we maintain sustainable supplies of water for future generations. We recognise that this will require both reducing demand and increasing supply.

Groundwater supplies and rivers are refilled naturally by rainfall and snow melt. If too much water is extracted too fast, supplies may become depleted or over-abstracted. The affects of drought and heatwaves can also be mitigated by effective GBI.

Groundwater sources can, in some cases, take decades to recharge if they are emptied. Over-abstraction leads to physical changes that, along with other changes we make to watercourses, risk reducing the diverse range of plant and animal life.

Supporting a strong catchment focus that brings together the Environment Agency, abstractors and catchment partnerships to address unsustainable abstraction and to improve access to water is vital.

We will work with water companies to support development of new water resources where needed that can also deliver net environmental benefits.

New supplies may include new large infrastructure schemes, such as reservoirs and water transfers, which are needed to make sure the water industry can provide sufficient water for homes and businesses and reduce abstraction from some sources to protect the environment.

Excessive nutrients and other pollutants from agricultural practices are a key issue for water quality in Wiltshire. There are opportunities to link nutrient reduction measures with wider biodiversity and natural flood management approaches to deliver multi-functional solutions. There is also potential for adopting nature-based solutions for tackling the issue of nutrient neutrality from developments.

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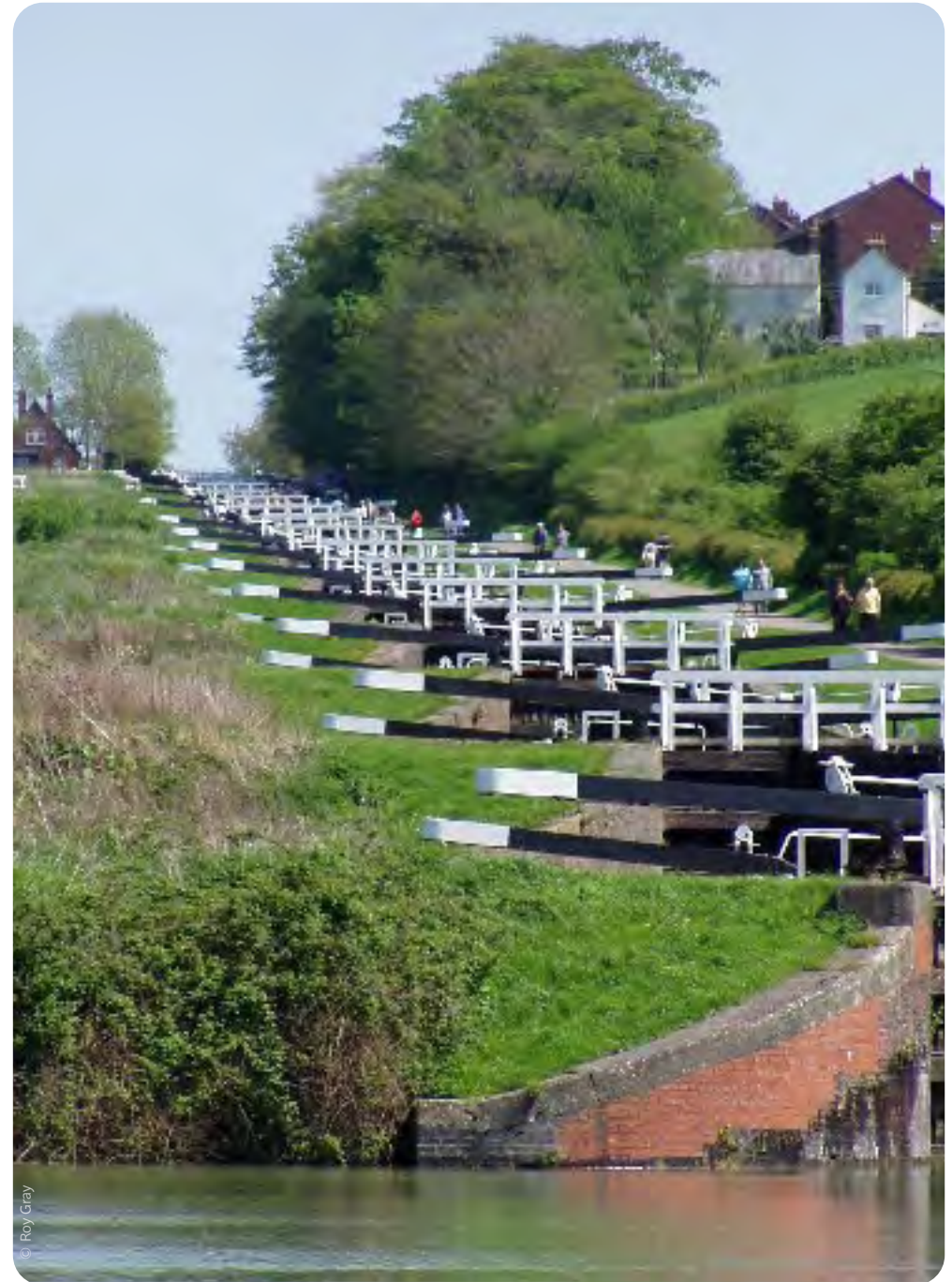
🚜 Theme 2: Sustainable Farming & Land Management

We will support the Government's ambition for a more sustainable farming sector

We will work with our partner organisations to support farmers and land managers across Wiltshire in the adoption of long-term sustainable land management practices (see case study in **Box 4.5**).

We will support the uptake of the new environmental land management system by promoting the benefits of the new approach and continuing to strengthen relationships and coordination between Wiltshire Council, our partner organisations, landowners, the local NFU, and individual farmers.

We will also work with Natural England to provide technical support to our farmers and land managers in securing targeted landscape-scale environmental improvements at a catchment level through the new environmental land management system, guided by Wiltshire's Local Nature Recovery Strategy (see **Theme 3**).

Healthy and fertile soil is the foundation for farming and forestry. The quality and type of the soil, in part determined by underpinning geology, also influences the distribution of plant species and provides a habitat for a wide range of organisms.

We need to ensure healthier soils by addressing factors in soil degradation such as erosion, compaction and the decline in organic matter.

Agroforestry and regenerative farming practices will be supported to increase biodiversity, enrich soils, improve watersheds, and enhance ecosystem services.

Planting trees and hedgerows as part of an **agroforestry** system has an important role to play as a nature-based solution for supporting wider ecosytem services through sustainable farming and land management. Trees and hedgerows can increase food production potential by rapidly improving soil quality as tree roots ameliorate soil compaction, add nutrients and carbon to the soil more quickly and tree roots also help reduce soil erosion.

In addition to habitat creation, agroforestry also provides fodder, shade and shelter for livestock ensuring healthier and more productive animals.

Regenerative farming encourages farmers to maintain good soil health through adoption of beneficial soil management practices such as making appropriate tillage choices reintroducing grass leys into arable rotations and the use of cover crops, which can help increase crop yields and reduce the risk of environmental damage, and benefit carbon sequestration in coordination with protected landscape management plans.

> **BOX 4.5   Case Study: a farmer-led approach to environmental enhancement in the Marlborough Downs**
>
> The Marlborough Downs Nature Enhancement Partnership is a farmer-led collaborative landscape-scale conservation initiative established in 2015 which Wiltshire Council is a partner. The Partnership's **Marlborough Downs Space for Nature Project** aims to deliver more, on a bigger scale with better management of more joined up habitat to make the Downs a better place for wildlife, local communities and visitors by:
>
> **Improving habitats:** the Partnership is working to ensure all designated **chalk grassland** wildlife sites are managed appropriately, and buffered and extended through habitat restoration where needed to provide stepping stones and corridors for wildlife. It has also created a necklace of traditional downland **dewponds**.
>
> **Improving species recovery:** the Partnership aims to provide nectar-rich grassland habitat for pollinators across the landscape through the **Marlborough Downs Bee Roadzz Project**. It also aims to create habitats for farmland birds and set aside areas for arable plants through the **Marlborough Downs Farmland Bird Project**.
>
> The Partnership undertakes **monitoring** and surveys to evaluate impact of projects on the wildlife, landscape and people of the Marlborough Downs. It also offers opportunities for everyone to learn about the landscape while getting the added benefit of fresh air and exercise through its **Friend of the Marlborough Downs** and **Space for Nature Volunteer** programmes.

![butterfly icon] **Theme 3: Nature Recovery & Landscape Management**

We will develop a Local Nature Recovery Strategy to complement and connect our best wildlife sites, providing opportunities for species conservation and reintroduction of species...

As part of changes in the way we manage farmland, woodland and urban green space for multiple benefits, we will develop a well-connected nature recovery network for Wiltshire that offers greater opportunities for wildlife to disperse between increasingly fragmented habitats.

We will work with our partners at a landscape-scale to protect Wiltshire's "biodiversity hotspots", and develop an expanded patchwork of high value habitats, in better condition and in bigger patches that are more closely connected, augmenting our network of protected wildlife sites and linking green spaces in our towns.

In accordance with the Environment Act 2021, we will develop a Local Nature Recovery Strategy for Wiltshire to help build resilience to climate change, and provide opportunities for species and ecosystem recovery, and reintroduction of formerly native species. As well as helping wildlife thrive, this will provide a wide range of additional ecosystem benefits including greater public enjoyment; pollination; carbon capture; water quality improvements and flood management.

We will work with partners to explore opportunities for nature recovery through implementation of Buglife's B-Lines initiative in Wiltshire (see **Box 4.6**). This innovative landscape-scale approach to conservation and restoration of wildflower-rich grassland, meadows and heathlands aims to provide an improved network of habitats for insect pollinators alongside better access to nature for people. Landscape scale 'rewilding' projects offer similar opportunities for nature recovery although their outcomes cannot be so clearly defined and their introduction needs to be undertaken with the consent of the local community.

Wiltshire Council's Highways and Streetscene team are also supporting wildflower growth in road verges by amending management regimes throughout the county.

BOX 4.6 The B-Lines Initiative

Buglife - The Invertebrate Conservation Trust - is committed to halting declines in our native insect pollinators, which have suffered significant declines over recent decades as a consequence of habitat loss, pesticide use and other factors.

Native insect pollinators provide an essential 'ecosystem service' and are responsible for pollination of a large proportion of our food crops and our native plants. Further declines could lead to dramatic reductions in crop yields, alongside further deterioration in our native flora. Large areas of wildflower-rich habitat need to be both restored and created to provide essential food and shelter for pollinators.

To increase opportunities for species to move around the countryside as our climate changes, Buglife is promoting the need to identify and develop priority dispersal corridors – The B-Lines.

Buglife B-Lines Initiative Webpages

B-Lines Pollinator Guidance

© Ben Cresswell

Building on, and learning from, the success of the Marlborough Downs Space for Nature Project (see **Box 4.5**), we will work with our partners to identify and explore opportunities for developing catchment or landscape-scale nature recovery areas in other parts of Wiltshire.

Opportunities for piloting landscape-scale "re-wilding" initiatives will also be considered with interested land owners where appropriate.

We will explore opportunities with our partners and communities to promote nature recovery through natural flood management and woodland planting linked to new and existing GBI to extend wildlife corridors into towns.

Using innovative biodiversity opportunity mapping tools and techniques to target areas where action to improve and restore habitats would be most effective, we will work with local communities and businesses to identify opportunities for developing Wiltshire's Local Nature Recovery Strategy in ways that offer maximum economic and social gains.

In exploring options for funding delivery of the strategies, we will consider opportunities provided by the new environmental land management system and a wider range of innovative funding mechanisms.

We will also work with partners to monitor and evaluate the wider economic and social benefits of Wiltshire's nature recovery network as it develops.

In addition to providing expanded habitats to support conservation of rare and threatened species populations, we will also work with Natural England, our other partners and local communities to explore opportunities, risks and benefits of reintroducing native species to Wiltshire as part of the Local Nature Recovery Strategy, taking into account their potential to contribute to global and national conservation priorities.

Working with partners, we will continue to raise awareness about the need for biosecurity measures to protect our animals, cultivated crops, native wild plants, trees and woodland and other natural capital in Wiltshire from the threats of pests and diseases and introduction of invasive non-native species.

In line with the Government's Plant Health Biosecurity Strategy, we will encourage stakeholders to implement strong biosecurity and contingency plans for controlling risks from pests and diseases and invasive non-native species in accordance with legislation, national policy and good practice guidance (see **Box 4.7**).

> **BOX 4.7 Biosecurity**
>
> The **Landscape Institute's Plant Health and Biosecurity Toolkit** provides good practice guidance for landscape architects on biosecurity measures for tackling pests and diseases that may affect plant health, and controlling invasive non-native plants that need to be removed or remediated. The toolkit is applicable to all stages of the landscape design process from concept and detailed design through to construction and landscape maintenance.

Breeding bird populations are particularly sensitive to human disturbance, especially in areas such as Salisbury Plain and the New Forest National Park which attract large numbers of recreational visitors from a wide area.

We anticipate that this pressure is likely to increase as Wiltshire's population increases and the tourism industry continues to grow.

Research has shown that providing high quality, accessible green spaces close to where people live can significantly help reduce visits to these more sensitive sites and decrease pressure on sensitive species, while enabling economic growth.

Where internationally designated wildlife sites are identified as being threatened by unsustainable levels of recreational use, we will work with our partners to develop strategies for providing high quality, accessible green space close to where people live (aka Suitable Alternative Natural Greenspace) to disperse recreational activity away from these sensitive sites, and to monitor impacts of recreational visits.

Embedding ecological enhancements into buildings and structures can also contribute to nature recovery. For example, incorporating measures for encouraging bird nesting and bat roosting, such as bird/bat boxes, ornamental slit holes, swift/bat bricks, stone ledges and wood cladding.

We will conserve, enhance and celebrate the outstanding natural beauty and character of our landscapes...

The landscape provides the ever-changing backdrop to people's daily lives in Wiltshire and is more than just 'the view' – it is about the relationship between people, place and nature.

Landscape results from the way that different components of the natural and cultural environment interact and are experienced and perceived by people.

As people value landscape for many different reasons, understanding what the landscape is like today, how it evolved and how it is likely to change in the future is important.

Wiltshire's most beautiful landscapes are of national importance as Areas of Outstanding Natural Beauty (the Cotswolds, North Wessex Downs and Cranborne Chase) and as the New Forest National Park. The Stonehenge and Avebury landscapes are also internationally recognised as a UNESCO World Heritage Site.

We will work with the AONB Partnerships, the National Park Authority, the World Heritage Sites and our other partners to conserve and enhance the special qualities of these valuable GBI assets, including fuller appreciation of the well-being benefits provided by dark skies.

Many of the actions set out in this GBI Strategy will contribute to the objectives of the AONB and National Park management plans for enhancing these nationally protected landscapes, and encouraging people to connect with and celebrate their natural beauty (see case study in **Box 4.8**).

Defra's new Farming in Protected Landscapes programme provides a significant opportunity to fund projects tailored to conserving and enhancing local landscape character, strengthening biodiversity and improving soils delivered in partnership with local farming communities.

BOX 4.8 Case Study: Cranborne Chase & Chalke Valley Landscape Partnership Project

Celebrated by artists, archaeologists, scholars and writers, the name 'Cranborne Chase' evokes an ancient landscape with a rich patina of interrelated natural, built and cultural assets. This is a dramatic, distinctive and historic chalk landscape where 'voices in the landscape' can still be heard. Along with a sense of remoteness, tranquillity and a recognised International Dark Sky Reserve, Cranborne Chase offers a deep sense of place.

Located within the Cranborne Chase Area of Outstanding Natural Beauty (AONB), the Cranborne Chase & Chalke Valley Landscape Partnership Project aims to enable a wide range of people to engage in the conservation, celebration and enjoyment of the area's distinctive historic, natural and cultural landscapes.

The Landscape Partnership Project focuses on the traditional heart of the Medieval royal hunting ground, and the river valley to the north known locally as the Chalke Valley. There have always been historical, natural and social links between the valley and the Chase downland, which the project is exploring and reinforcing. A broad range of activities will allow individuals, communities and new audiences to help conserve, enhance, understand and learn about this unique heritage and to become the beating heart of the Cranborne Chase itself.

The Cranborne Chase AONB was awarded a £1.68m grant from The National Lottery Heritage Fund in 2019 towards the £2.7m Project.

Cranborne Chase AONB Website

Theme 4: Woodland & Trees

We will contribute to our climate change, biodiversity and health and well-being goals by planting the right trees and woodlands in the right places...

As highlighted in **Box 4.9**, trees, woodlands and hedgerows play an important role in capturing carbon and improving air quality.

BOX 4.9 Carbon Capture and Improving Air Quality

Carbon emissions per person in Wiltshire are 16% higher than England as a whole. However, the long-term trend does indicate that carbon emissions are reducing in Wiltshire in line with regional and national trends. Wiltshire's roads are responsible for half a tonne more CO_2 emissions per person compared to the national average. Use of road vehicles in Wiltshire is predicted to increase by 28% by 2025.

Air quality is reduced in some urban areas due to carbon emissions produced by road transport. Air Quality Management Areas have been declared in Bradford on Avon, Calne, Devizes, Marlborough, Westbury and Salisbury to monitor and alleviate traffic emissions.

Trees, woodlands and hedgerows play an important role in capturing and storing carbon by absorbing CO_2 and acting as carbon sinks. In urban and rural areas, trees and woodlands also help improve air quality by absorbing gaseous pollutants, lowering temperatures, preventing pollutant concentration, and by producing oxygen during photosynthesis.

In addition to capturing carbon and improving air quality, well-placed and well-chosen urban trees can provide a range of other ecosystem services – such as regulating micro-climatic conditions by reducing wind speeds, noise pollution and light levels, providing shade and supporting bats, birds and invertebrates and supporting recreation, wellbeing and providing a pleasant environment and sense of place (see **Box 4.10**).

BOX 4.10 Urban Trees

Well-placed and well-chosen trees on streets and in urban green spaces can provide a range of benefits or ecosystem services such as:

- Reducing noise and excessive heat.
- Supporting sustainable drainage.
- Encouraging walking and enhanced physical and mental health.
- Contributing to local environmental character and distinctiveness.
- Providing habitats for wildlife.

As a changing climate, in particular hotter summers and more frequent periods of dry weather, and unknown pests and diseases, will place new pressures on GBI in the long-term, selecting trees of the right species and age profile for planting is essential.

The Trees & Design Action Group's **Tree Species Selection for Green Infrastructure Guide** provides advice on selecting appropriate species for a range of tree planting scenarios in around towns and cities. In addition to guidance on maximising desired ecosystem services from trees, the Guide sets out advice for achieving aesthetic impact through appropriate tree selection.

In line with our ambition to be carbon neutral by 2030, we will work with our partners to develop a target for increasing tree canopy cover in Wiltshire as part of our new Tree & Woodland Strategy.

The Tree & Woodland Strategy will set out a sustainable approach to how Wiltshire can benefit from planting new trees, and expanding woodland through natural regeneration and succession, in line with the following principles:

- **Partnership working** – we will collaborate with partners to develop a balanced approach to large-scale tree planting that reflects the challenges and opportunities presented by Wiltshire's characteristic open landscapes.
- **Right Tree Right Place** – we will adopt and advocate planting the right trees in the right place to protect and enhance our finest landscapes, strengthen ecological connectivity and protect our heritage, whilst reducing risks and building resilience for existing and new trees planted.
- **Effective planting and aftercare** – we will adopt and advocate best practice planting, protection, and long term maintenance to ensure planted trees and naturally regenerated woodland survive and thrive.
- **Leading by example** – we will identify areas of the Council's estate where trees and woodland can be planted with appropriate selected species to increase coverage in rural and urban areas (see **Box 4.11**).
- **Protecting valued trees and woodland** – we will develop a comprehensive approach to the management and protection of ancient woodland and veteran trees.

The Great Western Community Forest offers the greatest opportunity for woodland creation in Wiltshire. We will continue to support Swindon Borough Council in developing the Great Western Community Forest for the benefit of current and future generations, taking into account the Forest Management Plan's aims and objectives to provide accessible community woodland and ecological corridors, while helping contribute to our carbon reduction goals.

BOX 4.11 Increasing Urban Tree Canopy Cover

Trees are an integral component of GBI in our towns offering a range of social, environmental and economic well-being benefits for communities in Wiltshire.

The urban forest comprises trees in towns and cities along linear transport routes and waterways (e.g. canals and rivers), in amenity areas, urban woodlands, parks and informal open spaces, along streets, in domestic gardens and on institutional land.

Urban forests support the growth of local economies, increase residential value and are good for business. Street trees help cool the air naturally, reduce pollution and tackle climate change. Woodlands in urban areas provide green places for relaxation and enjoyment, make people healthy and happy and help bring communities together.

The Forestry Commission recommends a 20% target for increasing tree canopy cover in urban areas as a good aspiration, depending on the current level.

As part of our Local Nature Recovery Strategy, we will work with landowners, farmers and forestry stakeholders, and local communities, to identify and target areas in Wiltshire most suitable for, and likely to benefit from large-scale woodland creation developed and planned at a landscape scale, consistent with catchment-based approaches to natural flood management (see **Theme 1**).

We will also consider how incentives offered by the Government's potential new woodland creation grant scheme, and private sector investment, can be used to encourage tree planting on private and marginal agricultural land for agroforestry, bio-energy production and carbon offset purposes.

♥ Theme 5: Healthy Living

We will help people improve their health and wellbeing by securing more opportunities to access green and blue spaces and engage with nature...

Health and well-being refers to both the physical and mental health of people and is more than simply an absence of ill health and disease; it is a feeling of physical, emotional and psychological wellness.

Good health isn't just about the treatment of illness; it is also about the environments in which we live, work, learn and play, and the food we eat.

The relationship between access to nature and improved public health and wellbeing is well established.

Numerous recent studies have shown significant health and well-being benefits for people involved in both creating and managing GBI assets, and from access to good quality greenspace. For example, Natural England's People and Nature Survey 2020 found that almost nine in 10 adults in England report that being in nature made them very happy. The **review of health and well-being evidence for green infrastructure** published by Natural England in 2020 provides further information

Regular contact with nature and outdoor activity can have substantial benefits for people's physical (see **Box 4.12**) and mental (see **Box 4.13**) health and wellbeing.

BOX 4.12 Physical Health & Wellbeing Benefits of Access to Nature

Access to green space for exercise can help to improve the physical health of communities and address issues such as obesity and cardiovascular disease. Regular exercise and healthy lifestyle choices can significantly reduce the impacts of cardiovascular disease and other serious health problems.

It is well established that regular exercise, including walking and cycling, can reduce the negative effects of health threats such as obesity, coronary heart disease and respiratory disorders.

Studies have found that a relationship exists between proximity of access to GBI and physical health – the further away from open space or a rights of way network that people live, the more likely they are to suffer health problems. Evidence also suggests that the quality of green spaces are also a major influence on the wellbeing of local communities.

BOX 4.13 Mental Health & Wellbeing Benefits of Access to Nature

Access to natural green space can help families and communities spend time together, strengthening social networks and combatting isolation and loneliness. Connecting people to a healthy environment is a vital part of this, and a powerful tool for combatting mental health issues such as chronic stress, depression and anxiety.

Access to green space, outdoor exercise and green activities, such as gardening or habitat conservation, can have positive impacts on people with mental ill health.

Evidence shows that access to good quality green space is essential for good mental health and childhood development. Natural green spaces and access to open, green environments provide opportunities for relaxation, relative tranquillity and meditation.

For children and young people, the effectiveness of green space to promote improved mood, improved attention, reduced stress and anxiety and reduced severity of attention deficit hyperactivity disorder are well documented.

Working with our partners in the environmental and health sectors, we will explore opportunities to support the Wiltshire Health & Wellbeing Strategy 2019-2022 by encouraging more people, from all backgrounds, ages and abilities, to engage with and spend time undertaking physical activity in green and blue spaces in their everyday lives and understand the barriers they face.

Increased countryside access that enables all our communities to participate is a key measure for monitoring health inequalities.

Where existing open space in and around our towns is below the standards being developed by the Wiltshire Open Space Study or the National Green Infrastructure Standards (see **Box 4.14**), we will work with our partners, local communities and developers to identify opportunities to create more, better and well-connected open spaces.

We will continue to develop and improve our rights of way network, and country parks and open spaces, in accordance with the priorities set out in the Wiltshire Countryside Access Improvement Plan.

We will work with partners and local communities to plant more trees in and around our towns close to where people live and work, which will help bring people closer to nature and improve air quality, with consequent positive health impacts.

We will connect mental health providers to environmental and community voluntary sector organisations providing "eco-therapy" opportunities – such as gardening, outdoor exercise and care farming in natural settings.

We will work with our partners to promote the health and well-being benefits of access to GBI by improving partnerships between health, planning, transport, environment, community and leisure sectors across Wiltshire; supporting health awareness campaigns; and working closely with schools and community youth groups.

BOX 4.14 National Green Infrastructure Standards

Nature Nearby (2010) sets out Natural England's current guidance on recommended standards for provision of accessible natural greenspace to ensure people have the opportunity to interact with nature locally and encourage healthier lifestyles:

- **Access to Natural Greenspace Standard** – seeks to improve greenspace access, naturalness and connectivity by encouraging provision of a range of site types and sizes within walking and sustainable transport distance of people's homes.
- **Service Standards** – national standards for delivery of core services/facilities for specific greenspace types (e.g. Country Park Accreditation, selection/declaration of Local Nature Reserves).
- **Quality Standard** – the Green Flag Award scheme provides a national quality standard for management of existing green spaces.

In line with the Government's 25 Year Environment Plan, Natural England is developing new National Green Infrastructure Standards to encourage increased investment in the establishment and long-term maintenance of GI over and above current levels across England.

The new Standards will provide a consistent framework and guidance to help local authorities, developers, landowners and communities deliver GI improvements, particularly in areas where need is greatest.

Prior to the launch of the full Framework in 2022, Natural England has published a set of GI Principles and a GI Mapping Database to support local authorities in planning GI strategically at different scales, and targeting investment where it is most needed.

The remaining elements of the Framework (GI Standards, GI Design Guide and GI Case Studies) are under development and will be published in 2022.

Working with our partners in the education sector, we will explore opportunities for helping primary schools create nature-friendly grounds that support learning about the natural world and provide activities that support pupils' health and wellbeing through contact with nature.

We will also connect schools to environmental and community voluntary sector organisations providing opportunities for pupils to visit a farm, a local nature reserve, community woodland or National Park where they can combine learning about nature with feeling healthier and happier.

We will work closely with Community Area Boards to identify opportunities for sustainable transport options that use GBI corridors for active travel routes as an alternative to car use, linking communities to the wider GBI network.

…and we will help people improve their health and wellbeing by providing opportunities for local food-growing…

We will work with our partners to explore opportunities for integrating sustainable local food systems (see **Box 4.15**) into the GBI networks, ensuring access to private gardens or shared community spaces along local streets, parks and gardens, and school grounds, for food-growing.

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BOX 4.15 Sustainable Local Food Systems

The UK is far from self-sufficient in food, not least in a context of climate change and its impacts on global food prices and food security.

Sustainable local food systems encourage healthy eating and community food-growing and promoting opportunities for producing, processing and distributing food locally.

It brings together farms in rural areas with urban farms, allotments, community orchards, farmers' markets and food co-operatives.

At all scales, providing opportunities for food-growing have implications for the way a place is planned, designed, delivered and managed in the long term.

Embedding sustainable local food systems into planning can provide a wide range of benefits such as:

- **Health & wellbeing benefits** - increased physical activity; healthy consumption/lifestyles; improved mental health/well-being; greater nutritional value.
- **Inclusive community benefits** - improved community interaction/social cohesion; reduced food poverty.
- **Environmental sustainability benefits** - reduced food miles/carbon footprints; enhanced GBI/ecosystem services; climate change resilience; improved soil quality, which in turn sequesters more carbon.
- **Economic benefits** – learning/education; green economy; attractive places; employment opportunities; less waste.

Green Infrastructure & Food Factsheet

£ Theme 6: Economic Recovery & Valuing Natural Capital

Wiltshire's recovery after the COVID-19 coronavirus pandemic is at the forefront of Wiltshire Council's activities and will be a central factor in many Council decisions, plans and day-to-day business.

The potential for GBI as an inherent part of this Green Recovery must be accepted, and existing work can form the basis of the Council's approach.

Local Enterprise Partnerships (LEPs) across the country are developing Local Industrial Strategies (LISs) to co-ordinate local economic policy with national funding streams and promote public-private partnerships to deliver economic growth and job creation.

As part of this, LEPs are being encouraged by the Government to assess the role that natural capital (see **Box 4.16**) may play in contributing towards economic growth.

BOX 4.16   What is Natural Capital?

Natural capital is the sum of our ecosystems, species, freshwater, land, soils, minerals, our air and our seas. These are all elements of nature that either directly or indirectly bring value to people and the country at large. They do this in many ways but chiefly by providing us with food, clean air and water, wildlife, energy, wood, recreation and protection from hazards.

Increasingly, natural capital is seen as an essential basis for economic growth and productivity over the long term. When we measure the value of the environment as a natural capital asset and key contributor to the overall economy, we are more likely to protect and enhance it.

The relationship between environmental quality and economic prosperity is now increasingly recognised...

The natural capital concept is likely to be used more in the future as policy trade-offs between the environment and other economic goals will become ever more important. The Swindon and Wiltshire Local Enterprise Partnership (SWLEP) has undertaken a lot of work on better understanding natural capital.

Examples of natural capital opportunities for supporting economic growth and prosperity may include, for example:

- Protecting infrastructure from climate risks, such as flooding, drought and extreme temperatures
- Securing industrial supply chains against climate-induced shortages of raw materials, especially from agriculture
- Providing uninterrupted supplies of water to consumers and industrial water users
- Providing opportunities for environmental net gain through the planning system
- Increasing competitive advantage of a local economy by creating healthy places people want to live, work and visit (and in some cases increasing property values)
- Green jobs linked to the protection and enhancement of natural capital to deliver the above benefits

The Swindon & Wiltshire Local Enterprise Partnership recognise Wiltshire's environment as a key economic advantage for attracting new residents and businesses to Wiltshire. The quality of Wiltshire's GBI goes hand in hand with Wiltshire's prospects for economic growth and development.

The Wiltshire Business Perception Survey highlighted that the quality of life, historic and natural environment and high quality workforce are among the top reasons as to why companies located in Wiltshire.

Evidence also suggest that investment in high quality green and blue spaces attracts and retains a motivated and skilled labour force, improves business property values and creates new employment opportunities.

GBI also assists in maintaining the physical and mental health of a workforce. Absenteeism through ill health is suggested to cost businesses millions of pounds each year. GBI has a vital role to play in ensuring that Wiltshire's workforce is fit and healthy by providing easy access to open spaces and rights of way networks for active travel, relaxation and leisure.

VisitWiltshire counts our natural beauty and wealth of cultural and historic assets as one of the primary reasons that national and international tourists visit Wiltshire.

In recent years, Wiltshire's tourism industry generates £1billion per year and supports over 21,000 jobs in Wiltshire, representing around 7% of total employment in Wiltshire. This further demonstrates the value of our natural capital to the local economy.

Improving, enhancing and protecting Wiltshire's GBI is crucial to the continued resilience of Wiltshire's tourist industry and its associated economic benefits (see case study in **Box 4.17**).

© Nick Fewings

The GBI Strategy aims to support local economic prosperity by enhancing our natural capital…

Swindon & Wiltshire Local Enterprise Partnership and this GBI Strategy set out complimentary approaches to future-proofing our economy and safeguarding our environment.

We will work in partnership with SWLEP and VisitWiltshire to maximise the economic competitive advantage provided by our natural environment in promoting Wiltshire as an ideal place to live, work, invest and visit. This will include exploring opportunities for continuing to promote our natural environment to inward investors and potential residents.

4.3   Delivery Principles

The strategy provides not only a shared vision and goals that can help to improve integration and collaboration between partner organisations, but it also provides a set of delivery tools and principles that provide guidance for co-ordinated planning and delivery of GBI in Wiltshire.

We will work together in partnership towards achieving our shared vision, focussing on the priorities, goals and opportunities set out in this Strategy, and guided by the following delivery principles:

- Partnership Working
- An Integrated Approach
- Goal Oriented and Mainstreamed
- Evidence-led
- Nature-based Solutions
- Planning Principles

Principle 1: Partnership Working

Delivering our aspirational vision and goals will require an effective, well-coordinated and multi-faceted collaborative approach, drawing on multi-stakeholder partner networks. This approach involves:

- A joint approach across multiple departments within Wiltshire Council.
- Engagement and support from Wiltshire Council Councillors and town/city and parish Councillors.
- Engagement and inclusion of local communities and volunteers
- Collaboration with neighbouring local authorities and local nature, enterprise and health & well-being partnerships.
- Greater collaboration between local communities and businesses, planning authorities and developers.
- Collaboration and communication with our supporting partner organisations.
- Working together to share information, pool resources and resolve delivery issues.

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Principle 2: An Integrated Approach

An integrated approach is key to the implementation of this Strategy. GBI incorporates a variety of linked issues, impacts and benefits. It must therefore be planned and managed in an integrated way. There are a number of existing tools that can be used.

> A key principle of this Strategy is that landscape, biodiversity and catchment-based approaches, together with consideration of well-being and carbon-neutral outcomes, should be used to ensure benefits for people, place and nature.

This GBI Strategy supports a Catchment Based Approach (CaBA) to the integrated management of water resources in Wiltshire. This approach embeds collaborative working at a river catchment scale to deliver multiple environmental, social and economic benefits, while protecting our water environment (see **Box 4.18**).

The CaBA seeks to deliver benefits such as improvements to water quality; enhanced biodiversity; reduced flood risk and increased resilience to climate change; more resource efficient and sustainable businesses; and health and wellbeing benefits for local communities as they engage with and take ownership of their local river environment.

The principles of the CaBA approach are reflected in the emerging Wiltshire Landscape Strategy, which advocates a cross-cutting and integrated approach to protecting and enhancing the character, diversity, multifunctionality and natural beauty of Wiltshire's landscapes. Landscape is "more than just a view", and is strongly shaped by water.

BOX 4.18 The Catchment Based Approach

The Catchment Based Approach (CaBA) is an inclusive, civil society-led initiative that works in partnership with Government, Local Authorities, Water Companies, businesses and more, to maximise the natural value of our environment.

CaBA partnerships are actively working in all 100+ river catchments across England and cross-border with Wales. The CaBA partnerships undertake integrated management of land and water, addressing each river catchment as a whole and delivering practical interventions on the ground.

Due to its cross-cutting and integrated nature, CaBA provides a framework to support delivery of many of the goals and targets under the Government's 25-year Environment Plan.

www.catchmentbasedapproach.org

From the source of our rivers to the sea, across our towns, cities, countryside and coasts – a healthy water environment is essential to all of us...

Principle 3: Goal Oriented & Mainstreamed

Although some sectors have adopted an integrated way of planning and managing, for the majority it will require a cultural shift.

To support this cultural shift and ensure it becomes part of mainstream decision-making, planning and project management:

- We will need to work within our organisations and in partnership with others to adapt our day-to-day processes.
- We will develop new processes or management tools that enable us to mainstream this integrated thinking and a 'GBI-led approach' within our organisations.
- Wiltshire Council will work to increase collaborative working on green and blue infrastructure. This will mean increased use of an integrated, place-making approach in planning that has GBI at its heart.
- Wiltshire Council will also bring together representatives of all of the Council's services to embed integrated thinking and working towards shared outcomes, incorporating the multiple functions and benefits of GBI in all of the Council's policy, projects and programmes.
- We will work with partners to continue to develop this Strategy and our shared goals through an ongoing action planning cycle, identifying ways to add value on top of existing initiatives, and eliminating any barriers to success.
- We will work together to develop specific targets in relation to actions, and to identify relevant organisations or individuals that can facilitate delivery of the actions.

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Principle 4: Evidence-led

We acknowledge that science and understanding is changing quickly, and while we need to focus on achieving priorities and working towards the identified goals, we also need to keep abreast of new evidence to inform any necessary changes to the Strategy.

We commit to sharing information in order to support implementation of the GBI Strategy. Where further information is needed to support specific actions, partners will work together to further develop the **Evidence Base**.

Defining and Mapping the GBI Network

A key element of this GBI Strategy has been to define the existing GBI Network in Wiltshire and update mapping data.

We will continue to maintain and update the mapping database, as a reference and a tool to inform the implementation of this strategy, as well as a means to enable analysis and communication. We will also work to make the GIS mapping data available as an interactive, live database.

Measuring our Natural Capital

As part of mainstreaming and integrating natural capital, and GBI, organisations have been looking at Natural Capital Accounting tools to monetise impacts on natural capital as a way to inform decision-making, planning and management of their businesses.

As highlighted in **Box 4.19**, the Swindon & Wiltshire Local Enterprise Partnership (SWLEP) is using the natural capital approach as a tool to inform long-term policy choices, which will help to shape priorities for economic development in the Swindon and Wiltshire area over the coming years.

We will work with SWLEP and other partners to develop a natural capital accounting tools that can help inform decision-makers about the impacts of decisions, developments and projects, such as environmental net gain.

BOX 4.19 Measuring Wiltshire's Natural Capital

SWLEP has collaborated with the University of Bath's Economics Group on a research project to develop a framework for measuring natural capital based on best practice approaches.

The project applied the framework to measuring the baseline value of natural capital – the air, water, soil and ecosystems that support all forms of life – for the Swindon and Wiltshire area.

The baseline is intended to be used by SWLEP to inform the approach to achieving sustainable, inclusive growth.

Principle 5: Nature-Based solutions

Wiltshire's green and blue infrastructure network provides a range of well-being benefits for people, places and nature across Wiltshire…

Nature-based solutions are as defined by the International Commission on Ecosystem Management as "actions to protect, sustainably manage, and restore natural or modified ecosystems that address societal challenges effectively and adaptively, simultaneously providing human well-being and biodiversity benefits".

The GBI Strategy embraces the concept of nature-based solutions. As well as encouraging specific solutions such as SuDS, green roofs (where viable) and green walls, we will adopt the Global Standard for Nature-based Solutions developed by the International Union for Conservation of Nature to ensure that our interventions not only use natural process, but also identify and combat socio-economic challenges.

The following are examples of tools and approaches that can embrace Nature-based Solutions.

Environmental Land Management

The Common Agricultural Policy (CAP) has been one of the main drivers of land use and management over the last 45 years, encouraging farming practices that has caused significant environmental damage and poorer soil health.

In addition to producing food, our farms also provide recreational activities and farmland and woodland help filter the air. Agriculture remains a major source of water pollution, and farmland birds have declined by more than half since 1970.

In the past, environmental land management schemes have supported the creation of nesting and food resources for nationally scarce farmland bird and pollinator species, helping populations of stone curlew, marsh fritillary butterfly and the short haired bumblebee to recover for example. They have also enabled improvements in water quality, and protected and restored landscape and heritage assets.

After a transition period following leaving the EU, the UK will leave the CAP and the Government plans to introduce a new system of paying farmers public money for public goods. The new system will be based on a natural capital approach to valuing the ecosystem services provided by the environment.

The Agriculture Act 2020 introduced a new agri-environmental land management system to incentivise farmers and land managers to restore and improve our natural capital and rural landscapes, whilst producing food more sustainably (see **Box 4.20**). These principles are adopted by this Strategy to guide land management practices in Wiltshire.

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BOX 4.20 Agriculture Act 2020

The Agriculture Act establishes a new agricultural system based on the principle of paying public money to farmers, foresters and other land managers for public goods that provide societal benefits – such as better environmental protection, improved public access to the countryside or higher animal welfare standards.

Part 1 of the Agriculture Act includes, among other things, powers for the Government to give financial assistance for:

- Supporting public access to and enjoyment of the countryside, farmland and woodland, and enhancing understanding about the environmental benefits that such land can provide.

- Managing land or water in a way that maintains, restores or enhances cultural or natural heritage.

- Managing land, water or livestock in such a way as to mitigate or adapt to the effects of climate change.

- Managing land or water in such a way as to prevent, reduce or protect from hazards to, or caused by, the environment such as flooding.

- Measures which protect or improve the health of plants, including wild plants, agricultural and horticultural crops, trees and bushes by reducing risks from harmful pests and disease.

- Protecting or improving the quality and health of soil.

Landscape Management

The Wiltshire Landscape Strategy will advocate an integrated character-based approach to protecting and enhancing the character, diversity, multifunctionality and natural beauty of Wiltshire's landscapes.

We will work with our partners to deliver the actions highlighted in the Wiltshire Landscape Strategy (see **Box 4.21**).

We will also promote use of the Wiltshire Landscape Strategy as a decision-making tool for strengthening the character of all Wiltshire's landscapes by ensuring that valued landscape features and qualities are conserved and enhanced by land management and development proposals.

BOX 4.21 Wiltshire Landscape Strategy Actions

- Integrating Landscape into Policy
- Identifying and Assessing Landscapes
- Setting Landscape Objectives
- Protecting Landscapes
- Managing Landscapes
- Planning Landscapes
- Monitoring Landscape Change
- Promoting Education and Training
- Raising Awareness, Understanding and Involvement

Principle 6: Planning Principles

We will seek to secure proportionate biodiversity and wider environmental net gains for our natural capital from new development by encouraging applicants to take into account the GBI planning principles highlighted in **Box 4.22**.

Development proposals should also consider opportunities for engaging local communities at all stages of the planning and design process to foster a sense of ownership and responsibility for the long-term care and maintenance of green spaces.

© Wildlife Terry

BOX 4.22 GBI Planning Principles

In line with this GBI Strategy's goals, development in Wiltshire should seek to:

1. Contribute to the delivery of high quality multi-functional networks of GBI to provide long-term benefits for people, places and nature in Wiltshire.
2. Embed GBI in ways that help reinforce and enhance the local built, natural and historic character of Wiltshire's landscapes and townscapes.
3. Embed GBI in ways that help support nature recovery and reverse the decline in biodiversity in Wiltshire by providing a net biodiversity gain.
4. Embed GBI in ways that help Wiltshire's communities and wildlife be more resilient to a changing climate.
5. Embed GBI in ways that help contribute to healthy living and well-being by providing spaces for recreation, relaxation and growing local food in Wiltshire.
6. Contribute to long-term management and maintenance of related GBI through financial contributions, management schemes and management plans as appropriate.

These overarching GBI planning principles will be used to develop local planning guidelines in Settlement GBI Frameworks.

Turning Aspirations into Positive Actions

Leadership & Partnership Working

Empowering Communities

Funding & Priorities for Action

Monitoring & Reviewing

© PTWO

Section five - The way forward

5.1   Turning Aspirations into Positive Actions

This GBI Strategy outlines a bold vision for developing a functional, connected network of natural areas that will help support the current and future well-being needs of local populations in Wiltshire.

To reap the benefits of the GBI Network, many interventions are best implemented at a landscape-scale so that linkages are optimal, and the network is consolidated.

Every small improvement such as pocket parks, back garden initiatives and planting a single tree can be beneficial. However, the aspirations of the Strategy will only become a reality if we collaborate to identify some significant landscape-scale initiatives.

To achieve our biggest ambitions, our natural areas need to be managed collectively as one of Wiltshire's most important assets. This GBI Strategy provides the strategic or "big picture" framework for coordinating GI delivery action by partnerships working at both regional and local levels.

Working together through a shared commitment to implementation of this GBI Strategy, we can, with strong leadership, turn the aspirational vision into positive actions that can deliver our desired outcomes.

Through this GBI Strategy, we will:

- Work collaboratively in partnership with land managers, owners and service providers, and Community Area Boards, towards the shared vision for GBI.
- Commit to following the common set of principles, priorities and opportunities for strengthening the resilience and connectivity of Wiltshire's GI network.
- Pool resources to support a planned approach to GBI project delivery and investment.
- Identify opportunities to manage our GBI assets more sustainably for the long-term.

Although having individual operational objectives, the partners all share a common aim – to manage natural resources to improve the well-being of Wiltshire's communities. The GBI Strategy supports this aim by helping partners work towards aligning their future ways of working with the GBI approach.

5.2 Leadership & Partnership Working

As GBI is a cross-cutting concept, the Strategy will need to be delivered by stakeholders and partners working across a broad range of agendas eg: economic growth, development and regeneration; water resources and soil management; carbon neutral economy; sustainable transport; public health and wellbeing, recreation and tourism; agriculture; biodiversity; and heritage conservation.

Having strong multi-stakeholder partnerships in place to champion and support delivery of the Strategy is key to maximising the benefits of GBI for people, places and nature in Wiltshire.

As highlighted in the **Evidence Base**, there are a wide and varied network of stakeholders with a potential role to play in helping deliver GBI across Wiltshire. This list is not exhaustive; the network of stakeholders and partners also includes local volunteers and community groups, businesses and other public sector/charitable organisations.

These networks provide firm foundations on which to develop a shared understanding of priorities and opportunities for improving Wiltshire's GBI.

Some of the key multi-stakeholder partnerships involved in developing this GBI Strategy, and that will be key in realising our vision and goals, are highlighted below.

Wiltshire Council will play a key leadership role...

A shared understanding of the vision for GBI in Wiltshire across departments will provide a strong platform for helping local communities achieve their own goals.

This Strategy informs and develops the way that GBI is considered throughout the Council, and therefore directly informs relevant departmental strategies.

Wiltshire Council plays a central role in the coordination of partnership working and facilitates community liaison throughout Wiltshire. As a lead partner in the delivery of many strategic GBI projects and initiatives, the Council will act as a principal partner in championing delivery of this GBI Strategy.

At the strategic level, the Council will continue to work collaboratively with the partnerships illustrated on **Diagram 5.1** towards achieving the shared vision and goals for GBI in Wiltshire, such as the three AONB Partnerships.

These partnerships and other stakeholder organisations can provide information and advice to land owners and managers, local community groups and developers on priorities and opportunities for strengthening Wiltshire's GBI network.

DIAGRAM 5.1 GBI Delivery Partnerships in Wiltshire

Venn diagram: **Wiltshire GBI Partnership** at the centre, formed from three overlapping circles:

WILTSHIRE-WIDE PARTNERSHIPS
- Local Nature Partnership
- Local Enterprise Partnership
- Health & Well-Being Board
- Community First Wiltshire
- Wiltshire Assembly of Youth
- Countryside Access Forum

PROTECTED LANDSCAPE PARTNERSHIPS
- Cotswolds AONB
- North Wessex Downs AONB
- Cranborne Chase AONB
- New Forest National Park
- Stonehenge & Avebury WHS

CATCHMENT PARTNERSHIPS
- Upper Thames
- Bristol Avon
- Kennet
- Hampshire Avon
- Test & Itchen
- Stour

A new Wiltshire Climate and Environment Forum will be established to co-ordinate delivery of the GBI Strategy…

A new Wiltshire Climate and Environment Forum will pick up much of the work of the former Wiltshire & Swindon Local Nature Partnership.

This will provide an opportunity to deliver the GBI aspirations through co-ordinating cross-boundary delivery at a regional-scale in liaison with neighbouring Local Nature Partnerships (see **Box 5.1**).

BOX 5.1 Neighbouring Local Nature Partnerships

- West of England Local Nature Partnership
- Somerset Local Nature Partnership
- Dorset Local Nature Partnership
- Hampshire & Isle of White Local Nature Partnership
- Berkshire Local Nature Partnership
- Wild Oxfordshire Local Nature Partnership
- Gloucestershire Local Nature Partnership

The new Partnership would be dedicated to supporting, championing and coordinating strategic and local GBI delivery and Local Nature Recovery Strategy.

It would create a central place where experience and expertise could be coordinated and shared between partners, enabling best practice to be improved and common risks to be identified across the Partnership.

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© Peter Taylor

5.3 Empowering Communities

We will empower communities to take ownership and responsibility for managing local GBI assets...

The local nature, health and well-being and enterprise partnerships in Wiltshire will work collaboratively with local communities and businesses towards achieving the shared vision.

Wiltshire Community Areas Boards have a key role in identifying local priorities and opportunities for the delivery of GBI improvements in their areas.

We will empower local communities to take ownership of local GBI assets by providing opportunities for local communities and town/parish councils to take ownership of GBI assets.

Wiltshire Council's Community Asset Transfer Policy enables the transfer the management and/or ownership of Wiltshire Council owned assets to community groups or town/parish councils. This includes GBI assets such as public parks, gardens, play areas, allotments, open land and forested areas.

Successfully transferred assets are owned, managed and maintained by the community group or local town/parish council for the benefit and enjoyment of the whole community.

Through raising awareness of this policy and highlighting the opportunities to community groups, Wiltshire's communities can be in control of their own community GBI and can plan for the improvement, enhancement and protection of their own local networks and assets using the Community Environmental Toolkit and neighbourhood plans (see case studies in **Box 5.2** and **Box 5.3**).

BOX 5.2 Case Study: The Wiltshire Community Land Trust

A Community Land Trust is a legally incorporated, volunteer led organisation that owns and manages assets for the benefit of a defined community.

They offer great opportunities for local ownership of GBI and provide local control over the shaping of a community's future, improving the quality of life for all members of the community.

Wiltshire Community Land Trust has been set up to help community groups take on the ownership and management of assets, such as land for recreation and growing food, wildlife reserves and a range of community facilities and local services.

The Trust fosters bottom-up development, strengthening communities by supporting local people to contribute to meeting their own needs and aspirations through the vehicle of Community Land Trusts.

Through general information provision, targeted advice, setting up of appropriate partnerships, and one-to-one support, Wiltshire Community Land Trust is well placed to take community groups through the whole process of deciding whether a local Community Land Trust is right for them, and if so, helping to set one up.

BOX 5.3 Case Study: Friends of Biss Meadows Country Park, Trowbridge

Biss Meadows is an area of public space to the southeast of Trowbridge town centre. The area includes a section of the River Biss, open grasslands, wildflower meadows and a number of paths for public access.

The Friends of Biss Meadows Country Park is a community group formed in 2008 to improve, enhance and protect the site for the enjoyment of all the community.

The group run a number of 'working parties' throughout the year and alongside this general maintenance, the group manage a number of ambitious projects to improve the GBI asset.

Following a successful application to the Big Lottery Fund in 2011, the group were awarded £50,000 to undertake major improvements to the pond area of the site.

The improvements include new seating, path-work and educational facilities for the use of youth organisations and schools. The group are now seeking funding for the creation of a nature trail through the site.

© Alan Cooper

Wiltshire Council is working with partner organisations to increase volunteering throughout Wiltshire (see case study in **Box 5.4**) and to publicise the benefits that volunteering can bring to the individual, to the Council and to communities.

The Wiltshire Volunteering Strategy and Action Plan identifies the need to develop and promote volunteering in Wiltshire in partnership with the Volunteer Centre Wiltshire who serve as a Wiltshire-wide coordinator for voluntary services.

BOX 5.4 Case Study: Volunteering and the Wiltshire Rights of Way & Countryside Service

The Wiltshire Rights of Way Service has a long and successful record of working with town and parish councils, local community groups and volunteers who help to look after and maintain Wiltshire's 6,000km public rights of way network. Volunteer groups typically get involved in clearing paths of vegetation, installing stiles, gates and bridges, inspecting and recording the condition of the network and improving waymarking.

A number of parish and town councils have volunteer groups which undertake practical tasks using materials supplied by Wiltshire Council. There are also groups of volunteers who will travel to wherever help is needed. They find it a great opportunity to explore lesser known areas of Wiltshire and it is a social event. It is estimated that the value of work carried out annually on footpaths and bridleways by working parties of members of the Ramblers is in the region of £100,000.

Volunteers are also involved in the protection and maintenance of Wiltshire's countryside sites and country parks. Here, the work undertaken by volunteers includes tree planting; managing areas for wild flowers; managing woodland; creating hibernacula for reptiles and wild mammals; pond works and the erection of bird boxes.

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In many cases across Wiltshire, GBI assets have come under the protection and care of volunteers and community partnership groups (see case study in **Box 5.5**). The potential of these localised groups to gain maximum value for communities from local GBI is significant.

Through local membership, which can often be extensive, 'friends of' groups can serve to substantially improve, enhance and protect local GBI for the benefit of an entire community.

There is a role to play for Wiltshire Council and its partners in providing the necessary support to these community groups. Early engagement between community groups and council officers for advice and support is vital to ensure the momentum and drive of the community is harnessed.

Creating structured guidance for community groups and developing a network for community groups to liaise with each other are some of the ways in which this GBI Strategy will help community groups achieve their goals.

© Wiltshire Council

BOX 5.5 Case Study: The Salisbury Green Space Partnership

The Salisbury Green Space Partnership (SGSP) was launched in early 2012. The partnership is a community led initiative comprising of partner organisations and individuals that represent a wide range of green space interests in and around the city of Salisbury.

The SGSP Committee members are active advocates for the maintenance and protection of Salisbury's green spaces for recreational use and for the enjoyment for Salisbury residents both now and in the future.

The partnership have established themselves in Salisbury and Wiltshire as a key consultation group in discussions that concern GBI as part of Salisbury's future growth plans, ensuring that the aspirations of the local community are represented to developers, the local authority and local businesses.

The SGSP is committed to working with partner organisations to identify, enhance and protect GBI in Salisbury. This includes:

- Awareness raising of GBI issues in the Salisbury Community Area and surrounding Community Areas
- Supporting local community groups initiate GBI projects
- Auditing and researching GBI provision in and around Salisbury
- Identifying improvements to local rights of way networks.

The SGSP has worked closely with Wiltshire Council on a number of GBI projects and is currently assisting in the data collection for a Wiltshire-wide open spaces audit.
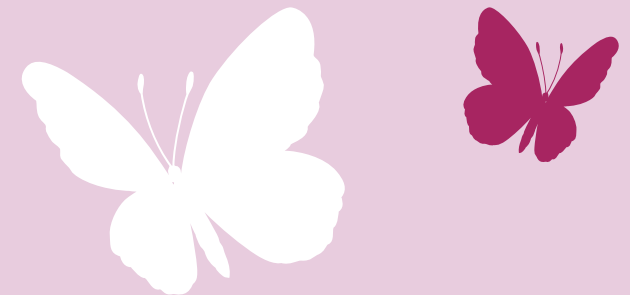
5.4 Funding & Priorities for Action

We will explore opportunities to access a wide range of potential sources of funding…

The broad range of benefits, assets and stakeholders which GBI brings together is represented in the diversity of funding opportunities available to support GBI delivery.

A list of potential sources of funding for GBI projects and initiatives at both a strategic scale and local community scale in Wiltshire is set out in the **Evidence Base**.

…to support delivery

Priorities for action will need to be developed by the partners to support delivery of GBI Strategy in a phased way over the next 10 years or so.

The Council will develop a prioritised action plan to deliver:

- **Strategic GBI initiatives** delivered with partners working at the landscape-scale
- **Local GBI projects** delivered through engagement with local communities in and around Wiltshire's settlements

Priorities for exploring approaches to achieving the GBI Strategy's aims in the **short-term (next 3 years)** could include:

- Strengthening the GBI **Evidence Base**
- Integrating the GBI approach into policy/developing guidance
- Raising awareness and involvement in GBI delivery
- Exemplifying new GBI approaches through pilot projects
- Highlighting potential funding streams and partnering on bids where appropriate

Priorities for realising opportunities to scale-up delivery of GBI improvements in the **medium-term (3-10 years)** could include:

- Supporting GBI community ownership/management
- Strengthening resilience of urban GBI

In the **longer-term (over 10 years and beyond**), we will focus on actions for transforming how we work together, and with private and third sector landowners and local communities, to secure sustainable management of Wiltshire's GBI network for future generations.

The existing strategic landscape-scale GBI projects and initiatives set out in the **Evidence Base** contribute to delivery of the identified priorities for improving Wiltshire's Strategic GBI Network.

These projects and initiatives provide the basis for future GBI investment in Wiltshire. They build on the strengths of our partnerships, and are key strategic priorities for improving Wiltshire's GBI for the benefit of our communities, visitors, wildlife, economy and environment.

Priorities for improving the Local GBI Networks in and around our towns will be identified by the Settlement GBI Frameworks and defined as part of the neighbourhood planning process.

© Stewart Black

5.5   Monitoring & Reviewing

We will monitor delivery of the GBI Strategy…

In line with national planning policy, the GBI Strategy will be regularly reviewed to ensure that information on habitats, species and other GBI assets is kept up-to-date, so that development management decisions are informed by appropriate information about potential effects of development on GBI.

Wiltshire Council in its role as the local planning authority will use best available data to review a set of priority species (eg. swifts), priority habitats or other key GBI assets to indicate whether there has been a net gain or loss of biodiversity, and use the trends identified to determine future priorities for planning and decision making.

The monitoring of success and delivery of mitigation requirements secured through planning conditions and obligations will be evaluated.

The Council will develop a plan and indicators for monitoring implementation of the GBI Strategy.

...and respond flexibly to changing priorities and opportunities as necessary

This GBI Strategy success will rely on its ability to evolve over time. Whilst the strategic framework for delivery of GBI is in place, the needs of Wiltshire are likely to change over the delivery period up to 2030 and as such, the priorities in this Strategy are also likely to change.

In this context, the GBI Strategy will be reviewed every 5 years so that progress can be checked, the **Evidence Base** updated as necessary and new priorities developed that reflect the Council's strategic direction.

© Gillie Rhodes

Glossary

Allotments: An area of land leased from a local authority or private landlord for growing fruit and vegetables. The land may also be used to grow ornamental plants and keep hens and bees etc.

Amenity: Positive element or elements that contribute to the overall character or enjoyment of an area. For example, open land, trees, historic buildings and the inter-relationship between them, or less tangible factors such as tranquillity.

Benefits: Positive impacts for people and wildlife derived from green infrastructure and natural capital

Biodiversity: The variation among living organisms in all environments, including terrestrial, marine and other aquatic ecosystems, and the ecological complexes of which they are part. Includes diversity within and between species, and ecosystems.

Biodiversity net gain: Development that leaves biodiversity in a better state than before. It is also an approach where developers work with local governments, wildlife groups, land owners and other stakeholders in order to support priorities for nature conservation.

Blue infrastructure: Riverine and coastal environments, and canals and other strategic water features within a green infrastructure network

Carbon sequestration: The uptake and storage of carbon, for instance by absorption of carbon dioxide by trees and plants which then release oxygen

Climate change: The large-scale, long-term shift in weather patterns and average temperatures across the world due to the release of greenhouse gases (most notably carbon dioxide) into the air since the mid-1800s by humans – causing temperatures to rise and resulting in permanent changes to the climate, affecting people through flooding and damage to ecosystems.

Climate change adaptation: Adjustments made to natural or human systems in response to the actual or anticipated impacts of climate change, to mitigate harm or exploit beneficial opportunities

Climate change mitigation: Action to reduce the impact of human activity on the climate system, primarily through reducing the sources of, or enhance the sinks for, greenhouse gases

Community orchard: A collection of fruit trees planted among grass for the use of local residents, which provide places in which people can meet and plant/cultivate local food.

Conservation: The protection, improvement and use of natural resources in line with principles that assure the highest economic or social benefits for people and the environment

Designated biodiversity sites: International sites (Special Areas of Conservation, Special Protection Areas, and Ramsar sites), national sites (Sites of Special Scientific Interest) and locally designated sites including Local Wildlife Sites

Ecological stepping stones: Pockets of habitat that, while not necessarily connected, facilitate the movement of species across otherwise fragmented and often intensively farmed arable landscapes

Ecosystem: A dynamic community of living organisms – animals, plants, fungi and microorganisms – and their physical environment that interact as a functional unit.

Ecosystem services: The functions of the natural environment that directly or indirectly provide benefits for people. Ecosystem services include:

- **Provisioning services:** The products obtained from ecosystems, for example food, fibre and fresh water
- **Regulating services:** The benefits obtained from the regulation of ecosystem processes, for example, the regulation of climate, water, air quality, human diseases and erosion control
- **Cultural services:** The non-material benefits people obtain from ecosystems for instance through spiritual enrichment, cognitive development, recreation, and aesthetics
- **Supporting services:** Ecosystem services that are necessary for the production and maintenance of all other ecosystem services. For example soil formation and retention, nutrient cycling, water cycling, and provisioning of habitat. These services often reflect the function and condition of natural capital stock

Environmental net gain: Improving all aspects of environmental quality through a scheme or project. Achieving environmental net gain means achieving biodiversity net gain first, and going further to achieve net increases in the capacity of affected natural capital to deliver ecosystem services

Green corridor: A strip of green land that connects green areas or hubs and allows the movement and dispersal of wildlife, usually through urban landscapes. Green corridors can also be used to link housing areas to, for example, cycle networks, places of employment, town centres and community facilities, thus promoting walking and cycling.

Green infrastructure: A network of multi-functional green and blue spaces and other natural features, urban and rural, which is capable of delivering a wide range of environmental, economic, health and wellbeing benefits for nature, climate, local and wider communities and prosperity (National Planning Policy Framework, 2021)

Green (or living) wall: A vertical wall (partially) covered in greenery, often planted in soil at the base, but sometimes using wall-mounted boxes or special panels. Green walls offer several benefits such as contributing to heat retention and cooling, storm water retention and capturing pollutants.

Green roof: A vegetative roof system that hosts plants in a growing medium installed over a waterproof membrane. Green roofs can be designed as wildlife habitats and to optimise energy conservation (through insulation) and/or for aesthetic value, and can be a source of water.

Green space: Patch of vegetated land within the urban fabric ranging from pockets of amenity grassland to large parks.

Green space creation: The creation, from space that was previously not green at all, of public open space comprising areas of grass, trees and other vegetation, set apart for recreational or aesthetic purposes in an otherwise urban environment.

Green space enhancement: Improvement to existing green space to make it more attractive, safer and/or of increased biodiversity value. Better management and stewardship can often allow green spaces to flourish so that they can be enjoyed by more people.

Landscape: An area, as perceived by people, whose character is the result of the action and interaction of their natural and/or human factors (e.g. geology, landform, soils, vegetation, land use and human settlement).

Landscape-scale conservation: The pursuit of multiple benefits from enhancing nature across a defined area that make links to wider economic and social priorities (e.g. water quality, access to nature)

Mental health benefits: Connecting people to a healthy environment is a powerful tool for combatting mental health issues such as chronic stress, depression and anxiety. Access to green space, outdoor exercise and green activities, such as gardening or habitat conservation, can have positive impacts on people with mental ill health.

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Multi-functionality - The ability to provide multiple functions by integrating different activities and land uses on individual sites and across a whole green infrastructure network.

Natural capital: The stock of natural ecosystems that yields a flow of valuable ecosystem goods or services, directly or indirectly, to people, including ecosystems, species, freshwater, land, minerals, the air and oceans, as well as natural processes and functions. Natural capital includes many different components of the natural environment, as well as the processes/functions that link these and sustain life.

Natural capital asset: A natural resource that provides a flow of ecosystem services and benefits over time

Natural flood management: Managing flood and coastal erosion risk by protecting, restoring and mimicking the natural 'regulating' function of catchments, rivers, floodplains and coasts.

Nature-based solutions: Actions that are inspired or supported by natural processes and which simultaneously provide environmental, social and economic benefits. Such solutions bring natural features and processes to cities, landscapes and seascapes.

Nature recovery network: An expanding, increasingly connected, network of wildlife-rich habitats supporting species recovery, alongside wider benefits such as carbon capture, water quality improvements, natural flood risk management and recreation. Includes the existing network of designated sites and priority habitats, as well as landscape or catchment scale recovery areas where there is coordinated action for species and habitats.

Open space: All open space of public value, including not just land, but also areas of water (such as rivers, canals, lakes and reservoirs) which offer important opportunities for sport and recreation and can act as a visual amenity

Park: A publicly accessible area of natural, semi-natural or planted space intended for human enjoyment and recreation and often for the protection of wildlife or natural habitats. Parks often host facilities for play and rest.

Physical health benefits: Access to green space for regular exercise can significantly reduce the impacts of cardiovascular disease and other serious health problems. Regular exercise, including walking, can reduce the negative effects of health threats such as obesity, coronary heart disease and respiratory disorders.

Priority habitats and species: Species and Habitats of Principal Importance included in the England Biodiversity List published by the Secretary of State under section 41 of the Natural Environment and Rural Communities Act 2006

Rewilding: A form of ecological management which aims to support nature recovery by restoring natural processes that allow the natural succession of habitats and species to occur. In some cases, it may be considered necessary to reintroduce missing keystone species to re-establish natural processes.

Right Tree Right Place – ensuring the right tree is established in the right place, using the right method, for the right reasons, and with the right aftercare. This means increasing tree cover whilst protecting and enhancing what is special and valued in the landscape and keeping the environmental benefits already being delivered.   New trees in the wrong locations could result in unintended negative consequences for biodiversity, landscape character and heritage assets, and also reduce resilience to climate change.

Sustainability: Meeting the needs of the present without compromising the ability of future generations to meet their own needs

Sustainable drainage system (SuDS): An approach to managing surface water run-off from rainfall close to where it falls that replicates natural drainage by slowing and holding back run-off, reducing pressure on existing piped systems and reducing risk of flooding. Where designed as vegetated/green systems, SuDS can help to moderate microclimate, benefit ecology, improve water quality and provide amenity spaces with opportunities for recreation.

Sustainable transport: Environmentally sustainable modes of travel, including walking and cycling, low and ultra-low emission vehicles, car sharing and public transport.

Swales: Linear grass covered depressions which lead surface water overland from the drained surface to a storage or discharge system, typically using road verges.

Urban tree planting: The process of planting young trees in towns and cities. As urban sites may not be the natural habitat for trees, tree choice and location are vital if trees are to grow and flourish. Planting trees in urban areas can yield many benefits in addition to their aesthetic value, such as reductions in air pollution and noise levels.

Wellbeing: The state of being happy and healthy. Being in or close to nature can reduce anger, fear, and stress and increases pleasant feelings. Exposure to nature not only make us feel better emotionally, it can contribute to our physical wellbeing, reducing blood pressure, heart rate, muscle tension, and the production of stress hormones.

Wetland creation: The creation of a distinct wetland ecosystem inundated by water, either permanently or seasonally, where aquatic vegetation thrives. Wetlands can be used for water purification, water storage, sequestration of carbon and other nutrients, the stabilisation of shorelines, and in support of unique plants and animals.

Wildlife corridor: linear features that enable migration and dispersal or otherwise act to link habitats in ways that reduce the isolation of wildlife populations.

Woodland creation: The planting of new trees to form woodland or low-density forest, providing open habitats with plenty of sunlight for inhabitants and some limited shade at ground level. It can help in urban cooling, in providing shade and shelter, in minimising run-off from fields, and in reducing the impact of flooding.

Working towards a vision for more, higher quality and better connected multi-functional green and blue infrastructure in Wiltshire...

Wiltshire Council

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Appendix 2:

Survey Consultation Feedback and Evaluation

Introduction

From 1 September to 17 October 2021, Wiltshire Council jointly consulted on its draft Climate Strategy and draft Green & Blue Infrastructure Strategy for Wiltshire - Wiltshire's Natural Environment Plan 2022-30. The purpose of the consultation was to gain the views of the public and stakeholders to inform the development of the strategies.

Methods used included three webinars, and four face to face events in libraries. This was accompanied by extensive communications through social media as well as traditional press releases. Direct notifications of the consultation were sent to Parish, Town, and City Councils (Local Councils), other public sector partners, business forums, the Local Resilience Partnership, Wiltshire Wildlife Trust and Wiltshire Climate Alliance asking them to promote this opportunity to their membership and partners. Copies of the GBI Strategy as well as an executive summary were displayed in all public libraries and mobile libraries along with the Climate Strategy.

An online survey was set up to allow for public feedback on the Strategy, but additional comments could be sent in via email.

This report, together with the supporting Annex 1, summarises the activities and results of the online survey consultation and feedback sent via email, together with the council's response.

1. Overview

A total of 211 survey responses were received. Of these, 180 were from the online survey and 31 were additional written responses sent via email. Most of those responding were individuals, with 34% of those stating that they were a member of a local environmental organisation. 60 responses were from organisations of which 31 emails were received separately from stakeholder organisations, some of whom also completed the survey. Where possible, more generic comments sent by e-mail have been included in the data presented in this report. More specific comments received, and the council's response to them, can be found annexed to this report.

Overall, the comments submitted can be placed under three broad headings

- **Timescales for action** - the need for action, targets and urgency
- **Clarity of message** - graphics and text sizes
- **Inclusivity** - technical phrases used and a lack of explanation as to their meaning.

Whilst the 2011 census records BME communities making up 6% of the population of Wiltshire (excluding Swindon) 3% who responded to the demographic questions identified as BME. 9% of the population of Wiltshire have some form of disability or long-term illness whilst 12% of respondents who responded to the demographic questions stated they had a disability or long-term illness. There was a slight underrepresentation of those who identified as male under the gender demographic at 35.8%.

Proportionally, younger and working age people were underrepresented and those of 55+ years overrepresented. 61% of respondents were aged 55 and over whilst this age group makes up 36% of the population of Wiltshire. Only 4% of respondents were aged between 18-34 years compared to 17% of the population of Wiltshire being in this age bracket. It has proved very difficult to engage this age group in the consultation of the GBI strategy despite extensive social media coverage which reached over 75,000 individuals, although not all perhaps based in Wiltshire.

The format of the survey was kept simple and in line with the Climate Strategy survey to aid completion of the two surveys simultaneously. 88.8% of respondents found the GBI strategy either understandable or very clear and easy to understand. 96.6% of respondents having read the strategy felt the GBI Strategy was either important or very important.

When asked to rank the three main strategy goals all three were ranked highly although 'halting loss and improving biodiversity' was seen as more important than 'adaption and resilience to climate change' and 'contribution to health and wellbeing' respectively.

When respondents were asked to rank delivery themes the result was as follows:

> 1st - Nature Recovery and Landscape Management
>
> 2nd - Sustainable Farming and Land Management
>
> 3rd - Woodland and Trees
>
> 4th - Flood and Water Management
>
> 5th - Healthy Living
>
> 6th - Economic Recovery and Valuing Natural Capital

When the survey asked if respondents would be interested in partnership working in the future 77% said they would either like to be fully involved or kept actively engaged in some way. It is great to see that so many respondents wish to continue engaging on the GBI Strategy and its related work into the future. 56% of respondents were members of environmental groups of some sort which again shows active engagement in the subject with those involved.

Many questions were able to be answered during the live webinar sessions with any additional questions being noted down and subsequently answered on the Climate strategy Q an A page here.

2. Analysis of GBI Strategy consultation responses

Whilst the main responses have been outlined in the overview above this analysis provides a more detailed look at the individual online survey questions.

2.1 How Clear was the Document?

Many of the comments regarding the GBI Strategy were regarding its readability. Only 31.8% found the document clear and easy to understand whilst a majority 56.9% found it understandable. Within this latter group there were many comments regarding use of technical language and repetition in the text. Even the much shorter executive summary was felt not to simplify the concepts enough.

Following these comments as well as dealing with any graphic issues such as font size and clarity in the document, a glossary of terms in the back of the strategy now sets out what many of the technical phrases and acronyms that appear throughout the document mean.

It is also proposed to produce an 'easy read' version of the finalised document following adoption, to assist those with learning difficulties and other disability impairments who may not cope with the long-read version. This was trialled with the Climate Strategy and found to be very successful in engaging a demographic who often feel excluded from consultations on public policy.

Some of the comments also referred to a lack of concrete targets and that the text seemed very 'wordy' without showing steps to be taken for clear action. Whilst attempts were made in the GBI strategy document in the introduction to explain that the more detail plans would be coming through the Wiltshire Local Nature Recovery Strategy and GBI Settlement Frameworks, this was missed by many reading the document. As part of the amendments made to the document the introduction and other sections have been re-written to ensure the function of the GBI Strategy and how it provides an overview for more detailed policy coming forward shortly can be better understood.

It is also proposed to include more hyperlinks both across the document to make navigation through the document easier but also to outside sources to ensure references can be more easily found.

Having read the Strategy or the Executive Summary how clear was the document?

- I found it difficult to understand
- I found it understandable
- I found it very clear and easy to understand
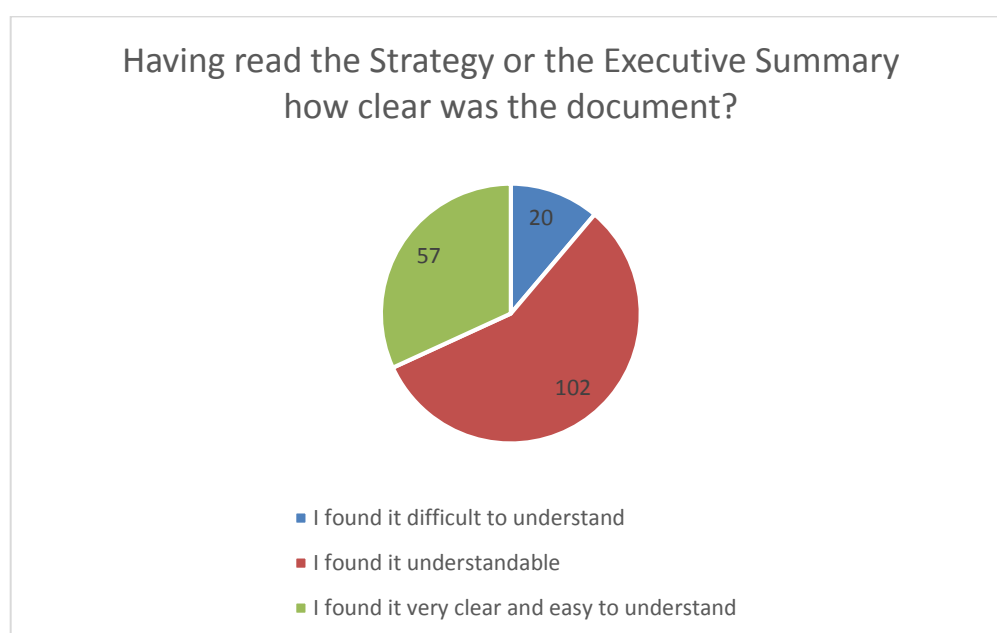
2.2 How important do you think the GBI Strategy is?

Whilst there was some criticism of the format of the GBI Strategy and the lack of targets, the importance of the Strategy overall and its goals and themes were overwhelming endorsed. As has been noted already many of the respondents are already actively engaged in this space in either a personal or professional capacity and are therefore pleased to see Wiltshire Council engaging actively in this topic and willing it to move as fast as possible in developing and adopting policy that benefits the environment.

Having read the Strategy or the Executive Summary how important do you think the GBI Strategy is?

4   2
13
161
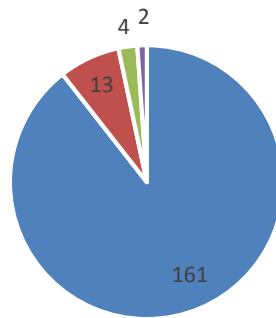
■ It is very important   ■ It is important   ■ It is not important   ■ prefer not to say

2.3 Rank the Three main Strategy Goals in importance

Whilst it was not surprising that 'Halting loss and improving biodiversity' was the highest ranked of the three GBI Strategy goals due to the focus of many respondents on the natural environment the fact that 'adaption and resilience to climate change' came very close in importance shows how closely corelated in the minds of respondents to two subjects are. It would seem to support the decision to run the public consultations together as they are so interlinked in the minds of the wider community.

That 'Health and well-being' is not seen as so important with green and blue infrastructure despite numerous empirical studies showing the benefits of nature to human health may point to the need to further expand public knowledge on this important part of the GBI strategy and green and blue infrastructure in general. This will be considered as part of the GBI settlement work.

Rank the three main Strategy Goals in importance on a scale from 1 - 10

Adaption and resilience to climate change

Contributing to health and well-being

Halting loss and improving biodiversity
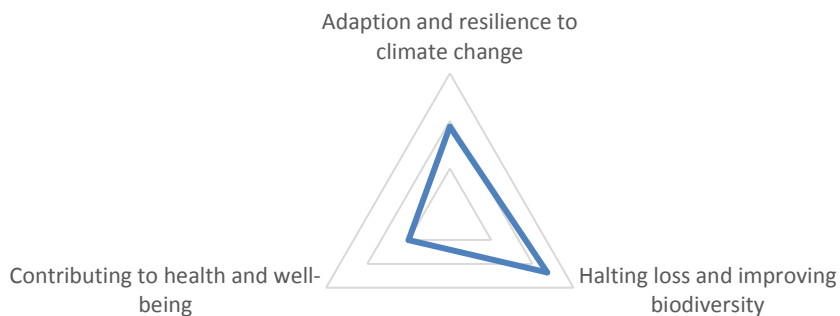
2.4 Rank the Delivery Themes in importance

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Some respondents noted that they did not want to rank the responses as they felt all of them were important, however when compiling the questionnaire, it was felt helpful to try and understand the relative importance of these themes for those responding so that our efforts can be suitably focused in the future.

It is likely that successful GBI schemes will cover most if not all these themes when being delivered, but when undertaking public consultation, the results from this survey show that highlighting nature recovery and sustainable farming practices as primary themes over benefits to healthy living and economic recovery are likely to gain more public support than schemes that place economic recovery and valuing natural capital over the benefits say to woodlands and trees.

There may also be some residual confusion over the terminology and perhaps even some resistance to 'monetise' environmental 'goods' by survey respondents which mean that linking accountancy terms to biodiversity benefits might be felt to be incongruous by those more interested in the survival of plants and animals rather than economics. Often economic progress is linked to environmental harm. A solid and positive case for economic progress being linked to environmental good may need to be made going forward.

Rank the Delivery themes in importance

Theme	Rank
Nature Recovery and Landscape…	1
Sustainable Farming and Land…	2
Woodland and Trees	3
Flood and Water Management	4
Healthy Living	5
Economic recovery and Valuing…	6
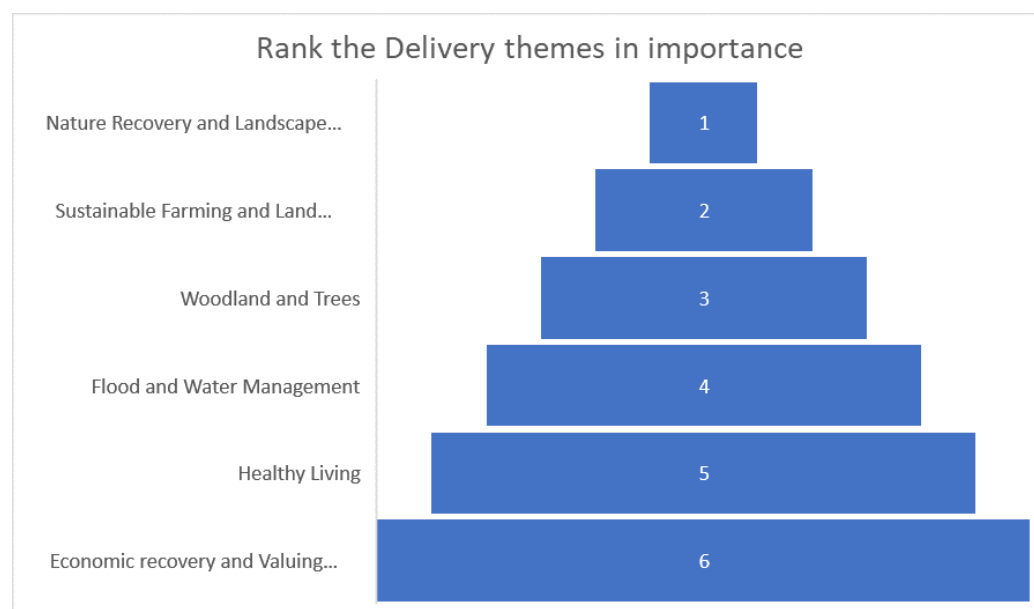
2.5 Written comment topics

The comment topics could be ranked under three main headings.

- **Timescales for action** - the need for action, targets and urgency
- **Clarity of message** - graphics and text sizes
- **Inclusivity** - technical phrases used and a lack of explanation as to their meaning.

As can be seen from the graph below most written responses were regarding the need for action, targets and urgency by some margin. There were some additional themes which appeared in the comments, but these were more to do with wider planning considerations rather than specific GBI themes and goals such as comments on recent planning decisions.

Written Comment topics

Topic	number of responses
The need for action, targets, and urgeny	50
Concerns over graphics and font sizes	9
Amount of technical phrases	15

number of responses
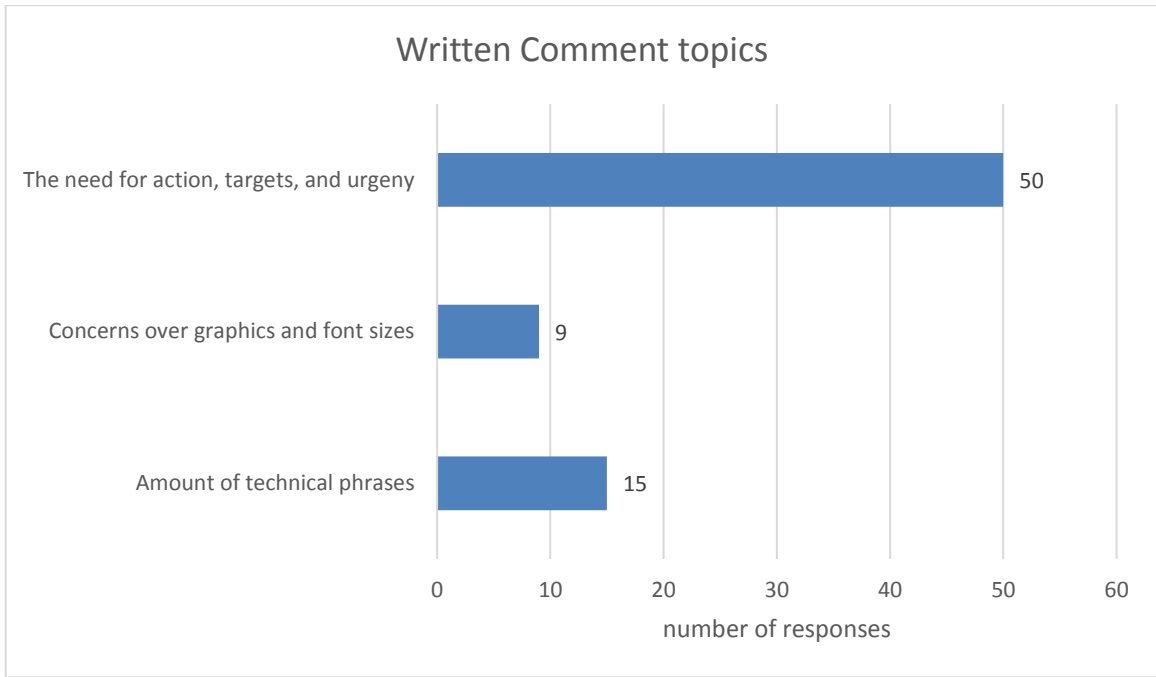
3. Reach of Consultation

A demographics survey was included within the online questionnaire to understand the spread of results and how these matched up to the demographics of Wiltshire. The following provides a rundown of the results.

3.1 Geographic spread of respondents

As part of the online survey respondents were asked to provide a postcode so that an understanding of the geographical spread of those responding could be obtained. Most of the respondents provided a postcode and these results were fed into a Google Maps based online postcode plotter with the results shown below:
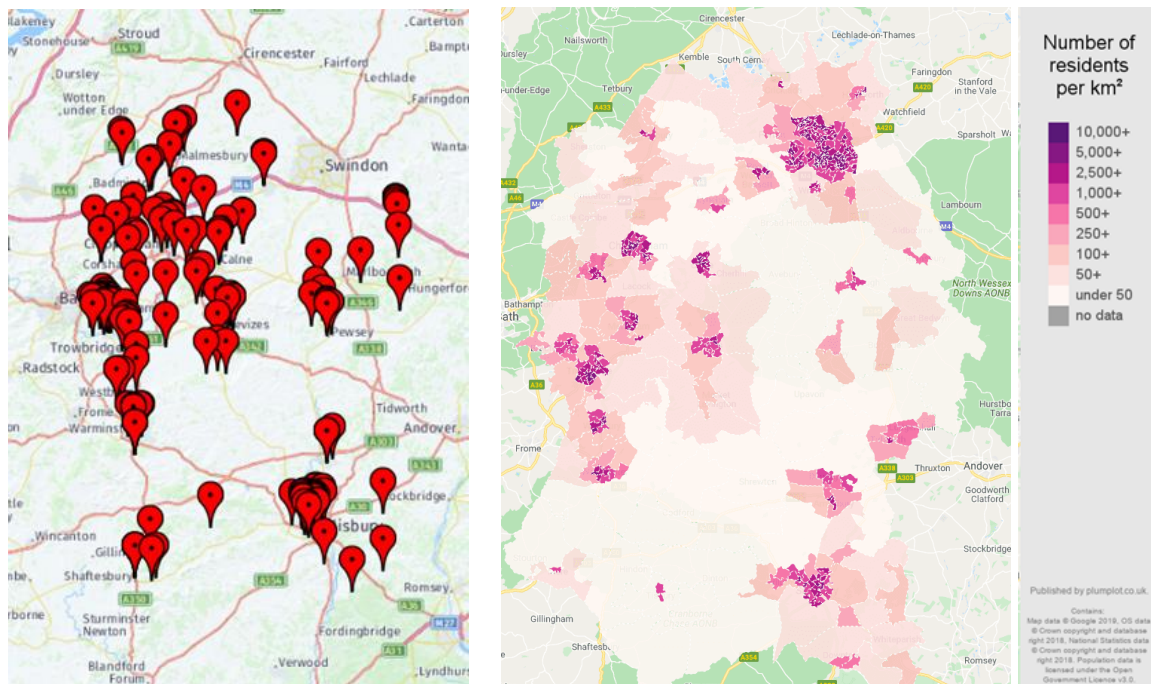
Whilst there were four outlier results in Gloucestershire, Devon, and Buckinghamshire as can be seen by the map the majority of respondents were from inside Wiltshire and corresponded well with a recent population 'heat' map of the County shown on the right.

3.2 Age

As can be noted here the age profile of respondents was very much overrepresented in the older age groups with poor representation in the younger age groups.

How old are you?

Age group	Wiltshire	Survey
Prefer not to say		8
65 and over	22	32
55 - 64 years	14	29
45 - 54 years	14	19
35 - 44 years	12	8
25 - 34 years	11	4
18 - 24 years	6	0

(% — horizontal bar chart, legend: Wiltshire, Survey)
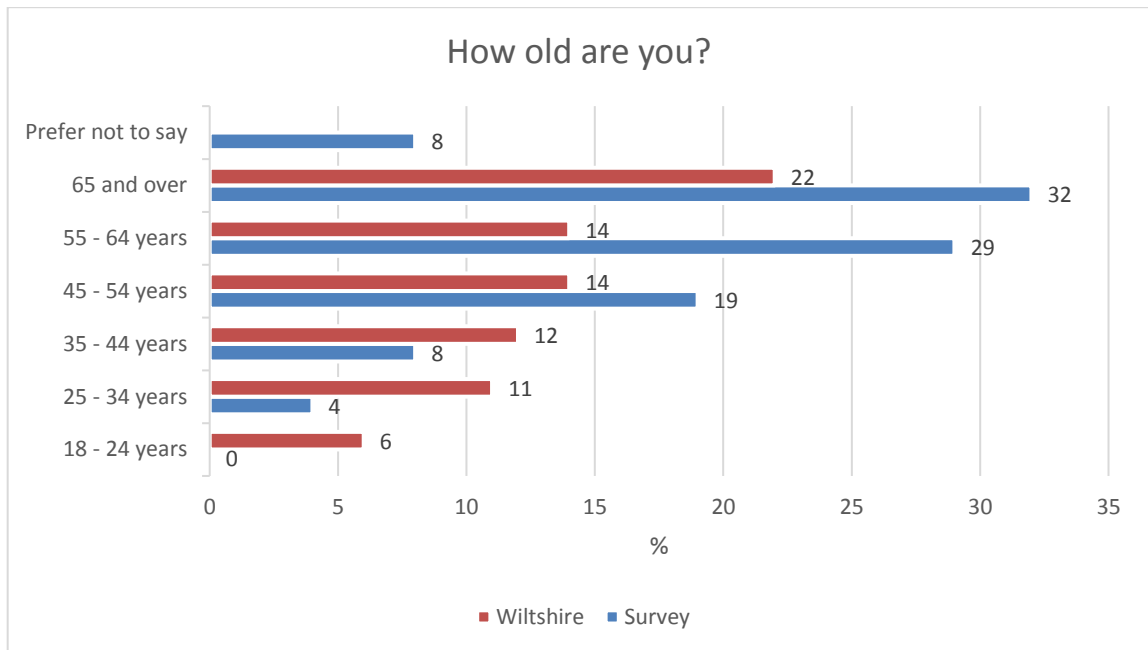
3.3 Gender

Men were generally under-represented and women slightly overrepresented based on the data received. The survey did not allow for other gender identities to be considered.

Respondent Gender

Gender	Wiltshire	Survey
Prefer not to say		7
Female	51	57
Male	49	36

(% — horizontal bar chart, legend: Wiltshire, Survey)
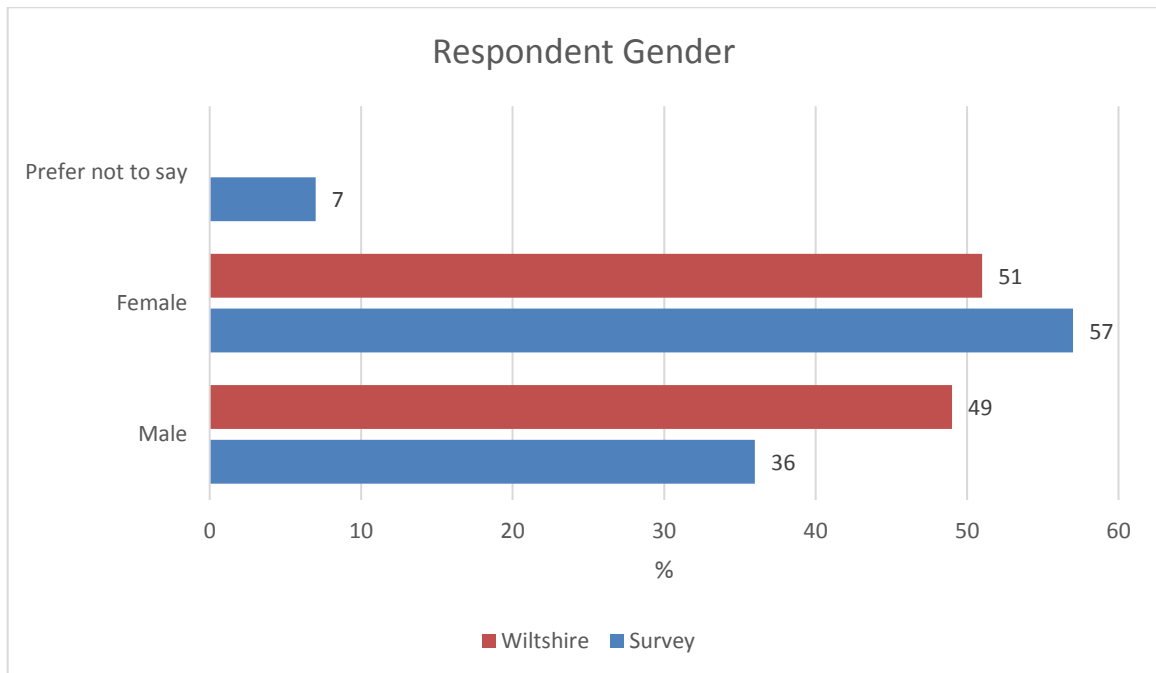
3.4 Disability or long-term illness

Despite some concerns over readability the GBI strategy still managed to reach a greater proportion of disabled people than would be expected from the Wiltsire population.

Disability or Longstanding Illness

Bar chart comparing Wiltshire and Survey percentages:
- Prefer not to say: Survey 8
- Yes: Wiltshire 9, Survey 12
- No: Wiltshire 91, Survey 80

Legend: Wiltshire, Survey
X-axis: %
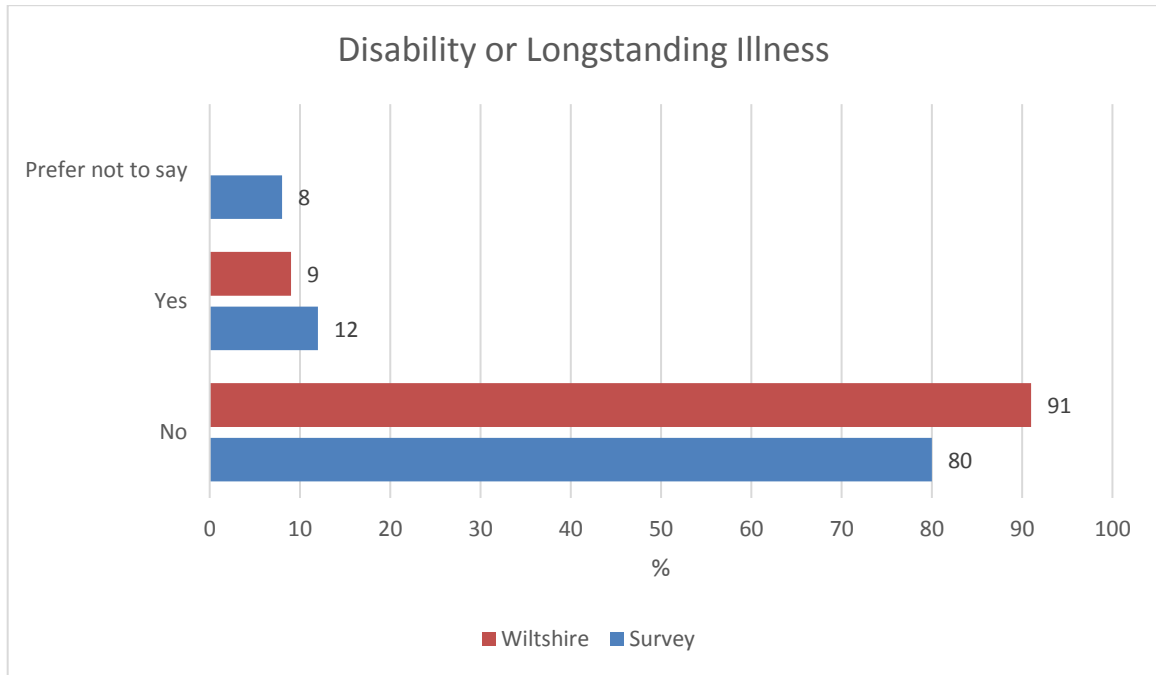
3.5 Ethnicity

There was underrepresentation in BME groups from the survey although due to the limited nature of the data requested in the survey this may have affected the results as respondents may not have been sure if they corresponded with the choices provided and this may have led to the higher percentage of 'prefer not to say.'

Ethnicity

Bar chart comparing Wiltshire and Survey percentages:
- Prefer not to say: Survey 11
- BME: Wiltshire 6, Survey 3
- White: Wiltshire 93, Survey 86

Legend: Wiltshire, Survey
X-axis: %
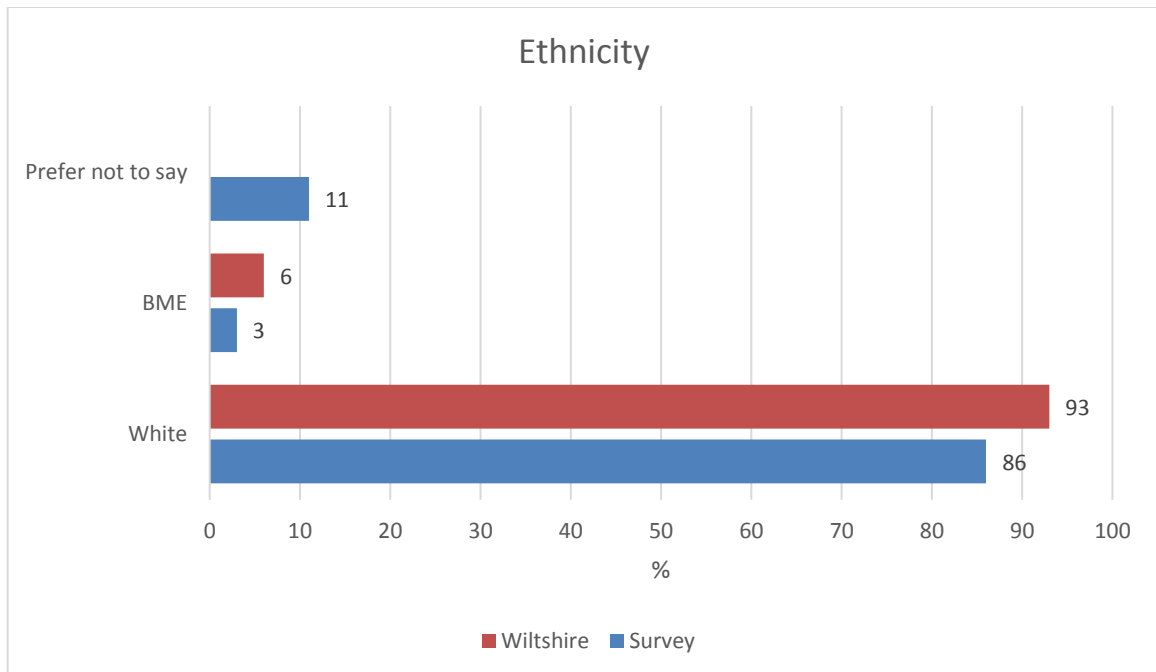
3.6 Income

It is difficult to accurately judge the income band data as so many respondents (36%) preferred not to give these details. However generally upper- and middle-income bands seemed to be more represented than lower income bands. Unfortunately, it has proved difficult to find comparison data for Wiltshire as a whole.

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Income bands

Income band	%
Prefer not to say	36
Above £70,000	12
£50,001 - £70,000	9
£30,001 - £50,000	23
£10,001 - £30,000	16
Below £10,000	4
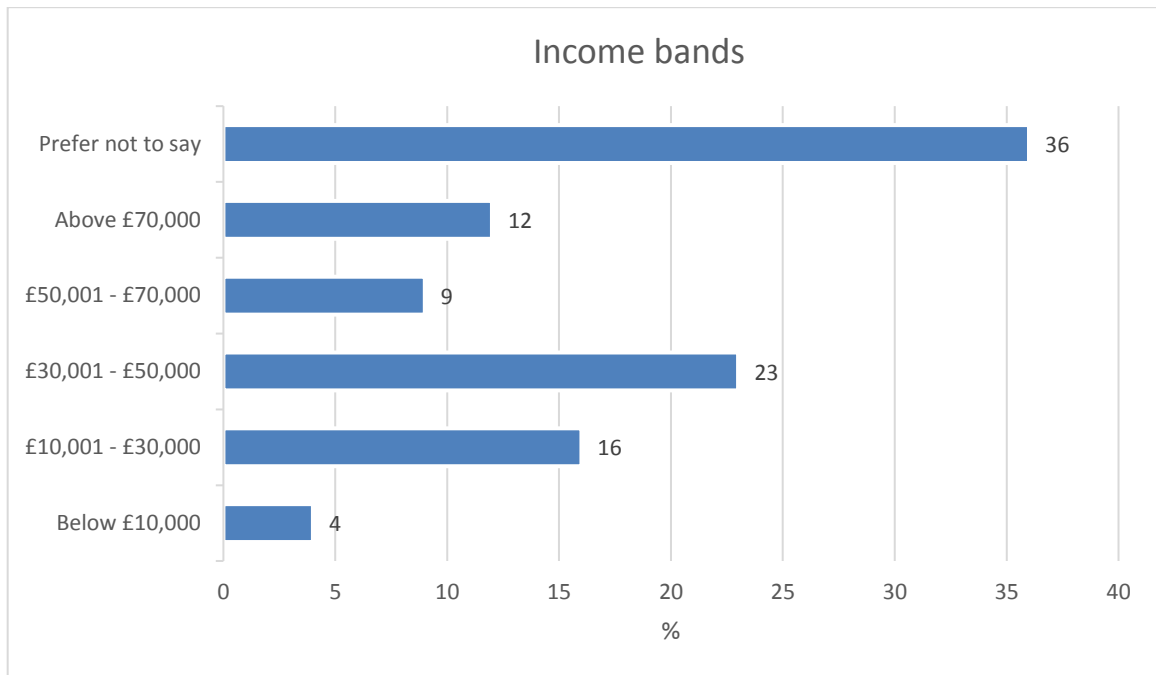
4. Organisations that responded to or were mentioned in the GBI Strategy Survey

Whilst many responses were received from organisations (29) on the online survey many did not write down the names of the organisation in the online survey box and so the list below is not a complete record. This list also includes the names of organisations that provided written email responses to the GBI Strategy survey.

Avon Needs trees
Bradford on Avon Town Council
Carbon Neutral Aldbourne
Chippenham Devizes and North Wiltshire Green Party
Chippenham Town Council
Climate Friendly Bradford
Climate Friendly Bradford on Avon Active Travel Group
Climate Friendly Bradford-on-Avon Biodiversity Group
Corsham Town Council
Corsham Town Council's Environmental Task Group
Corsley Parish Council
Cranborne Chase AONB
Dilton Marsh Parish Council
Drews Pond Wood Project
Eden Renewables
Forestry Commission
Future Chippenham
Malmesbury Town Council
Melksham Without Parish Council
MOD
NFU Wiltshire
Positive Nature

Private Consultant
River Avon Bioregion Group and Wiltshire Wildlife Trust
RSPB
Salisbury & Wilton Swift Group
Salisbury Civic Society Development Committee
Sedgehill and Semley Parish Council
St Paul Malmesbury Without Parish Council
Sustainable Sherston
Sustainable Warminster
Vistry Group
Wessex Water
West Wilts Ramblers Group
Wild Colerne
Wiltshire and Swindon Countryside Access Forum
Wiltshire Climate Alliance
Wiltshire Council
Winsley Parish Council
Woodland Trust

The following is a list of organisations that individual respondents belonged to but were not responding on behalf of:

Aldbourne Carbon Neutral
Aldbourne Wildlife
Butterfly Conservation
Calne Without Parish Council,
Carbon Neutral Aldbourne
COGS
CPRE
CPRE Wiltshire
Cranborne Chase Landscape Trust Stakeholders Group
Cycling UK (Wiltshire)
Eco Bromham
Friends of Becky Addy Wood
Friends of Harnham Meadow
Friends of the Earth
Green Party
Kennet and Avon River Trust
Malmesbury Climate Action Network
Melksham Energy Group
Melksham goes wild
More than one
Pauls Dene Verges group
Pewsey Roots and Shoots
Plantlife
Quidhampton Parish Council climate change workgroup (and Nature project)
Royal Wootton Bassett Environmental Group
Salisbury Area Greenspace Partnership
Salisbury Community Energy

Salisbury Green Party ...
Salisbury Transition City
Sustainable Calne,
Sustainable Devizes
The Badger Trust
The National Trust
Tisbury & District Natural History Group
Tisbury Natural History Society
Transcoco (Transition Community Corsham)
Transition city
Trowbridge Chamber of Commerce
Trowbridge Civic Society
Trowbridge Town Council Environmental Working group
Westwood Biodiversity Group
Wild Colerne
Wilton Wildlife Group
Wiltshire Tree Wardens
Wiltshire Butterfly Conservation
Wiltshire Green Party
Winterslow Environment Volunteers group
WOS
XR
XR BoA
XR Chippenham
XR Salisbury
Zero Chippenham

5.0 Conclusion

The feedback from the consultation was generally supportive and the revised strategy has been amended to reflex comments received. Annex 1 provides more details of comments received by email and the council's response.

The GBI Strategy is not a statutory document and as such there were no statutory requirements for the consultation. However, Consultation was undertaken in respect of this strategy and the consultation that was undertaken is considered sound as it was undertaken when proposals were still at a formative stage and provided sufficient information and time for consultees to provide appropriate comment. The feedback is felt to be representative, if not completely aligned, with Wiltshire's demographics.

The consultation feedback have led to changes to the final proposed strategy and provides an appropriate summary for the decision maker to have due regard (see Annex 1).

ANNEX 1

(See separate pdf. Document)

COMMENTS & RESPONSES TO THE CONSULTATION DRAFT WILTSHIRE GREEN & BLUE INFRASTRUCTURE STRATEGY (SEPTEMBER 2021)

Respondent	Comment	Council's Response
Forestry Commission (South West Area Team)	We welcome the Council's concern over the biodiversity and climate crises that as a nation we face, and the desire to reach carbon neutrality and to mitigate the impacts of climate change for the residents of the county be they human, animal or plant. I have identified many areas where additional tree planting could help the strategies achieve these outcomes.	Noted.
	Overall, the documents advocate tree planting in the urban realm which we welcome. The plans are much less supportive of planting in rural areas. For example: Theme 4: Woodland and Trees reviews urban tree and is silent on rural woodland, box 4.9 states "in urban areas tree... help improve air quality... preventing pollutant concentration, and by producing oxygen..." Trees deliver these benefits in any location and this sentence seems to imply that <u>only</u> urban trees will deliver these benefits.	Reference to rural tree planting has been strengthened in Section 4.2 - Theme 4: Woodland & Trees (Box 4.9 Carbon Capture and Improving Air Quality)
	Whilst woodland creation in the rural setting, where trees are used to create new woodland to expand and connect existing habitats in the wider environment, is briefly mentioned, the plan is not as strong in identifying the role that this can have in helping the county achieve its carbon targets and using trees as a nature-based solution to mitigate the impacts of climate change. As an example Theme 1: Flooding and Water Management is virtually silent on the role that trees play despite this being one of the most helpful of the many nature based solutions trees provide. There is a significant missed opportunity here and I hope that the benefits of new woodland can be better communicated and considered more fully.	The role of trees in helping to reduce flooding and help manage water quantity, meet carbon zero targets and improve connectivity across the landscape has been strengthened in Section 3.3 (Box 3.7 Priorities for Action); Section 4.2 - Theme 1 Flooding & Water Management; and Theme 4 - Woodland & Trees
	Fundamental to ensuring high quality appropriate woodland creation in the county will be to have a set of guiding principles, and most counties are working towards a Tree and Woodland Strategy to agree and communicate these. I am pleased to note the reference to a Strategy on page 54 and would offer to help support the creation of this important document ensuring that all woodland stakeholders are able to contribute, including among others: representatives from the forest industry, woodland conservation bodies, protected landscapes, recreation groups as well as those speaking on behalf of the public.	Noted

Respondent	Comment	Council's Response
Page 512	A Tree Strategy can also determine the "Right Tree Right Place principles" (RTRP) which are referenced within the consultation document but are undefined. I have specific points that I would raise: Green & Blue Infrastructure Strategy • Page 12. The list does not include the emerging Tree and Woodland Strategy. • Page 30. Reference to RTRP in box 3.7 only shows that trees provide urban shade. A full list of the benefits of trees could be added to help communicate • Page 33. Mention is made of 'inappropriate… land management' but the term remains undefined and unhelpful. A framework for decision making would help determine what is appropriate; we would strongly advocate that a natural capital approach be used to better understand the 'costs' of existing and 'benefits' of potential alternative land-uses. This approach captures the huge range of benefits that woodland provides to society and makes larger scale creation more palatable. • Page 45. This section has a single mention of tree planting at the end of a list where other actions are explained with the resultant benefits undervalues the role that trees play. This should be expanded to show that: - trees catch rainfall to prevent water even reaching the soil and adding to flooding, this can amount to 40% of annual rainfall - Trees increase infiltration of water deep into the soil reducing surface water flows and recharging the ground water, this also helps prevent future drought - Tree roots stabilise soil and prevent erosion - Trees are the most effective landcover to 'slow the flow' by increasing surface roughness helping to decouple surface flows and effectively reduce flooding - Trees are needed to provide material to form the leaky woody dams cited elsewhere and, should beaver reach the Wiltshire rivers, will help create the habitat these animals need to thrive and deliver the water management benefits.	"Right Tree Right Place" principle definition has been clarified in Theme 4 - Woodland & Trees • Noted – text amended to clarify these are a list of existing strategies • Box 3.7 updated. • Noted – to be considered for inclusion in the Settlement GBI Frameworks • Reference to tree planting benefits has been strengthened in Section 4.2 - Theme 1 Flooding & Water Management

Respondent	Comment	Council's Response
Page 513	- Trees do this as the most cost-effective flood management tool we have yet identified and do this whilst also sequestering carbon, creating habitat and a renewable resource	
	• Page 48. The addition of encouraging farmers to plant trees as part of an agroforestry system will be the single most effective solution to achieving the aims of this Theme. Trees will rapidly improve soil quality as tree roots ameliorate soil compaction, add nutrients and carbon to the soil more quickly and roots will help reduce soil erosion. The trees will also provide fodder, shade and shelter for livestock ensuring they stay healthier and more productive. It is disappointing not to see this reflected in this Theme.	• Reference to benefits of trees has been strengthened in Section 4.2 - Theme 2 Sustainable Farming & Land Management
	• Page 52. We agree that it is crucial to protect the beautiful landscapes of the County it seems that some acknowledgement of the impacts that climate change will have on these would be appropriate. Current expectation is that these landscapes will suffer significant negative change if we do not quickly achieve net zero carbon, so some element of mitigation of these impacts should be included here and the case for positive change outlined. Keeping the landscape unchanged does not seem to be an option available to us at this time.	• Noted - protected landscapes such as AONBs have their own management plans through which achieving the objective of net zero carbon should be considered.
	• Page 54. Support for the Great West Community Forest could be made more explicit. The Community Forest has recently been given a significant increase in funding and this comes with the greatest opportunity for woodland creation anywhere in the county. For the Community Forest to only appear this late in the document makes it appear as an afterthought.	• Reference to the Great West Community Forest has been strengthened in Section 4.2 - Theme 4: Woodland & Trees
	• Theme 4 – I believe this section needs to be expanded to reflect on the current threats to the existing woodlands such as Ash Dieback, Oak Decline and other potential pests and diseases. The loss of 'ordinary' trees will have large negative consequences and impact on the character of the landscape, some element of the plan to focus on the replacement and enhancement of existing woodland would be prudent	• Noted – threats to trees and woodlands from pest and diseases reflected in Section 4.2 - Theme 3: Nature Recovery & Landscape Management

Respondent	Comment	Council's Response
	• Principle 2: An Integrated Approach. I welcome the more joined up thinking identified here but would suggest it should not be limited to a Catchment Based Approach which is a geographical approach focussed on the single issue of water. The integration of a Natural Capital Based Approach would be more useful on a county scale where all partners could work to integrate carbon, wildlife, sustainable resource management, recreation, etc and optimise and maximise the outcomes across the entire landscape resulting in much greater integration.	• Noted - this will be addressed in other documents such as the Local Nature Recovery Strategy
Salisbury and Wilton Swift Group	Goal 2 is 'Halting loss of & improving biodiversity', but the Strategy's focus is green spaces/corridors, the importance of tree planting and rivers etc. There is huge opportunity being missed by having no reference to the 'Built Environment' and the need for both preserving and enhancing biodiversity in this ever-growing man-made environment.

There are references to the Built Environment in many of the Government's recent publications: NPPF, Natural Environment Guidance, paragraph 023, Reference ID: 8-023-20190721 How can biodiversity net gain be achieved? Provides further guidance stating "...relatively small features can often achieve important benefits for wildlife, such as incorporating 'swift bricks' and bat boxes in developments and providing safe routes for hedgehogs between different areas of habitat."; Government press release (21/07/19) James Brokenshire, the Communities Secretary at the time of the NPPG Natural Environment publication stated: "For the first time the government has set out its expectations on how developers can protect specific species, including using 'hedgehog highways' and hollow swift bricks – which are installed into the walls of new build homes, allowing the birds to nest safely. This follows public interest for protecting these much-loved animals, with one petition receiving support from over half a million people." Thus the Government's support for such measures was stated explicitly; "Living With Beauty" (30/01/20) the Government's Building Better Building Beautiful Commission report recommends: "Bricks for bees and birds in new build homes" (Policy Proposition 33, page 110); National Model Design Code Part 2 Guidance Notes N.3 Biodiversity states: "Biodiversity can be enhanced through facilitating habits and routes for wildlife, for example, incorporating trees, wildflowers, ponds, bat and bird boxes, bee and bird bricks and hedgehog highways." | Noted - reference to the GBI benefits of the built environment are included throughout the document

Noted – opportunities for swift bricks and other such ecological enhancement measures in housing and structures are included in the Community Environmental Toolkit, will be considered as part of the emerging Design Guide and will considered for inclusion in the Settlement GBI Frameworks |

Respondent	Comment	Council's Response
Page 515	The Built Environment is too easy to over-look. A document as important as the GBIS must refer to the Built Environment with examples of simple, cheap and effective ecological enhancement measures that can be taken to increase biodiversity. Such measures being good for our health & wellbeing, good for wildlife, good for biodiversity and a positive step towards reducing the impact of climate change. Bird, bat and bee bricks, bird and bat boxes, hedgehog highways, reptile refugia, hibernacula etc are examples of ecological measures that should be included where appropriate in all new development as well as being encouraged in existing built-up areas.	Reference to examples of ecological enhancement measures within the built environment (including for swifts) have been included in Section 4.2 - Theme 3: Nature Recovery & Landscape Management.
	Some species such as the swift have been recognised by the Environment Agency in their State of the Urban Environment report (23/07/21) which states: "People are increasingly living in urban areas, globally and in the UK. Around 80% of people in England now live in urban areas"……. "Some species are considered 'urban specialists'. For example, swifts, which nest in cavities in the roofs of older buildings. Urban specialist birds are a good biodiversity indicator for urban areas, because good quality, long-term data is available, and much is known about their ecology and some of the pressures affecting them. Urban specialist birds have declined in abundance in the UK since 1994 (figure 2). Factors contributing to some of these species' declines include building demolition, renovation and roof repair." https://www.gov.uk/government/publications/state-of-the-environment/the-state-of-the-environment-the-urban-environment.	Noted
	During the public webinar there was a slide headed 'Section 5 The Way Forward' which highlighted the importance of monitoring species and habitats in order to measure improvements. The swift is a particularly good example to quote in the G&BIS as it is listed as a Priority Species on the Wiltshire Biodiversity Action Plan.	Reference to swifts example included in Section 5.5 Monitoring & Reviewing
	We are also concerned that the Executive Summary (pg 10) and the full Strategy (pg 15) both show Wiltshire's Biodiversity Action Plan (BAP) as playing a key supporting role. However the BAP was last updated in 2008!! Wiltshire's current website www.wiltshire.gov.uk/article/1102/Biodiversity-and-development, has a heading 'Enhancement', under this heading it states: "Habitat enhancement (as required by the National Planning Policy Framework) should be specifically designed, to help meet targets set out in Wiltshire's Biodiversity Action Plan (BAP), for the latest Biodiversity Delivery Plan for Wiltshire please visit the Link2Nature web page." However Link2Nature is no longer functioning and nothing has been added to the	Goal 2 has been strengthened to emphasise the need to develop a Local Nature Recovery Strategy to help build resilience to climate change and provide opportunities for species and ecosystem recovery (in line with the Environment Act).

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       Page 516	website since 2014! According to a County Ecologist the BAP is no longer funded by the Government but will be replaced by the Environment Plan which has yet to be rolled out. Without adding a note/reference in the GBIS to the fact that the BAP is to be replaced by the upcoming Environment Bill, the GBIS will be out of date before it is published. Many Local Authorities have Supplementary Planning Documents/Guidance which have detailed planning guidance (see link for example, paragraph 9.28 https://drive.google.com/file/d/0B4CpCORtOQdTRTNYSENnUXdoNTQ/view?resourcekey=0-v9aB6M6WZqJZ4On-qdccCA). Wiltshire does not have such a document, and although we have been told it does recognise the need for one, there is no firm timeframe for one to be produced. Therefore until Wiltshire has such a document it is vitally important that a higher level of detail is captured in the more strategic documents than would normally be necessary. Page 14 of the Executive Summary lists 'key actions', one of which is 'Supporting nature recovery and landscape management', we believe 'including the Built Environment' should be added. The full Strategy document, page 28, states: 'loss of gardens and increases in urban uses often reduce biodiversity'. But there is no mention of using the opportunities the buildings themselves provide; whether they are dwellings or industrial units, ecological enhancements can and should be incorporated. Page 8 of the Executive Summary lists 'assets' but there is no mention of the fact that the Built Environment can also be an 'asset' to a variety of wildlife both in a rural and urban setting. Page 11 refers to 'Biodiversity Sites' and 'Priority Habitats' but all under 'Strategic Green and Blue Infrastructure Sites'. Whilst we appreciate it might not be appropriate to include the Built Environment in every section, it does need to be included somewhere as it is a continually expanding environment which is currently receiving unprecedented government scrutiny and robust policy guidance. Our Wiltshire G&BI Strategy needs to be future-proof and fit for purpose for many years to come. The Local Plan consultation 'Addressing climate change and biodiversity net gain' concentrated almost solely on climate change and did not effectively address and capture the positive moves in biodiversity since the last plan let alone ensure that biodiversity is protected until the next plan which is due 2036.	 Noted Reference to examples of ecological enhancement measures within the built environment (including for swifts) have been included in Section 4.2 - Theme 3: Nature Recovery & Landscape Management.

Respondent	Comment	Council's Response
Avon Needs Trees	I'm writing from Avon Needs Trees. We are charity planting new permanent forests currently in Wiltshire but also as part of a wider catchment area. It would be great to have a conversation to look at any scope to work together	Noted
Woodland Trust	Thank you for the opportunity to attend your webinar session on the strategies. They were very informative. As the UK's leading woodland conservation charity, the Woodland Trust welcomes the Council's concern over the biodiversity and climate crises that we face, the ambition to reach carbon neutrality and to mitigate the impacts of climate change and would like to explore options for woodland protection, creation and restoration in Wiltshire with you, which would further the ambition of your environmental strategies. Specifically, I would like to draw your attention to the following points within the GBI strategy with you for further discussion.	Noted
	Overall I agree with points raised by the Forestry Commission, in their feedback that whilst the document makes a good case for tree planting in urban areas, there is a lack of clarity of what could be achieved in more rural areas and for trees outside woodland.	Reference to rural tree planting has been strengthened in Section 4.2 - Theme 4: Woodland & Trees (Box 4.9 Carbon Capture and Improving Air Quality)
	The Woodland Trust advocates a Right Tree, Right Place approach which would be relevant when applied to the different landscapes of the north and south of the county. Native broad-leafed woodland has a strong role to play in carbon capture and the Woodland Trust has schemes available for offsetting carbon through woodland creation. I attach an introductory guide. I look forward to the development of the Tree and Woodland Strategy mentioned on page 54 and look forward to working with you on achieving your tree cover targets.	Noted
	My first observation is that the list of documents on page 12 does not include the emerging Tree and Woodland Strategy.	Noted – text amended to clarify that these are a list of existing strategies and make reference to Diagram 2.2.
	We would welcome a strategy that includes the benefits of hedgerows for nature recovery as well as trees outside woods.	Reference to hedgerows has been strengthened in Section 4.2 - Theme 4: Woodland & Trees

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Respondent	Comment	Council's Response
Page 518	Further comments: Green and Blue Infrastructure Strategy Page 27: A statement is made regarding the local plan to help achieve the challenge. It would be good for the GBI strategy to expand on this to explain what you would like to see the Local Plan include to do this. Will the plan include allocations which make provisions for nature-based solutions and for woodland protection and creation, as well as allocations for development? Land used for woodland creation requires recognition and protection from development, as we are seeing cases where after a decade, these sites are developed. Young woodland is not valued highly for diversity at that point and therefore the land is not ringfenced. We foresee that woodland creation for Carbon will go some way to remedying this, as this attaches direct revenue to the land and should afford protection for a substantial amount of time. However, this should not detract from the need to create woodland for the benefits of biodiversity as an objective in itself.	Noted - Biodiversity Net Gain requirements will be mandated as part of the Environment Act and the Local Plan will reflect this in policy changes. The Local Nature Recovery Strategy will consider the benefits of habitat protection and enhancement for biodiversity (including for woodland habitat).
	Page 31: I would like to see woodland included in the first paragraph's description of the Vision for GBI in Wiltshire. It has a complimentary role in the county to the downland landscapes.	Noted – woodland and trees are a key delivery theme of the GBI Strategy
	Page 33: It is good to see the mention made of irreplaceable habitats such as ancient woodlands. This paragraph could be strengthened by a reference to the NPPF provisions for such habitats. The strategy should define ways in which these habitats will be protected from development including, mapping and data, such as the Ancient Tree and Woods inventories, to understand where they are, buffer zones to reduce the impact of development and ring fencing these habitats in the local plan.	Reference to the NPPF mitigation hierarchy has been strengthened in Section 3.2 – Our Vision for GBI in Wiltshire (Box 3.5 Safeguarding the Integrity of the GBI Network)
	Page 35: I am pleased to see how you have integrated the themes of the Lawton Report into More GBI, Higher Quality GBI and Better Connected GBI in the strategy	Noted
	Page 38: Trees have a role to play in many of the nature-based examples you have bulleted which is a further reason for increasing tree cover in the county and I would be keen to understand more about your ambitions for planting 180,000 hectares by the end of 2042. The Woodland Trust has schemes in place for supporting local authorities with their tree planting and it would be good to open a	Noted

Respondent	Comment	Council's Response
Page 519	conversation with yourselves about how we can unlock this. The Woodland Trust's Outreach Officer, ▮▮▮▮▮▮ has worked with ▮▮▮▮▮▮▮ with planting design and tree delivery with the Chippenham Net Zero project and we are supporting tree supply this coming season. It would be excellent to explore this further to help you to achieve these ambitions.	
	Page 40: I welcome your note on enhancing biosecurity measures. The Woodland Trust advocates for all trees to be UK sourced and grown (UKISG). It would be excellent to see Wiltshire Council adopt this standard for tree procurement. All trees sourced through the Woodland Trust would meet this important benchmark.	Noted – to be considered as part of the Tree & Woodland Strategy
	Page 43 and Theme 3, page 49: We would welcome the opportunity to work with you in delivering landscape scale conservation to achieve a high-quality, well-connected, and multi-functional GBI network through a local nature partnership group.	Noted
	Page 45: More could be made of the valuable role that trees can play in slowing the flow and increasing the resilience of rivers to flooding events. It would be good to describe here some examples of riverbank restoration for example, increasing biodiversity through the removal of invasive species and promotion of riparian woodland.	Reference to tree planting benefits has been strengthened in Section 4.2 - Theme 1 Flooding & Water Management
	Page 52: I would echo the feedback from the Forestry Commission in their response, that to be more resilient to climate change, many of the landscapes you have described will need to adapt if they are not going to suffer significant adverse impacts. Some elements of mitigation should be included here and the case for positive nature based solutions outlined. It is highly likely that the landscape of the future will be different to that now, and so an unchanged landscape does not seem to be an available option at this time.	Noted - protected landscapes such as AONBs have their own management plans through which achieving the objective of net zero carbon should be considered.
	Page 53: I welcome the inclusion of Theme 4 and would welcome the opportunity to talk through this theme and how the Woodland Trust can support this ambition with your officers and members. It would be good to see a reference made to the backing offered nationally in paragraph 131 of the NPPF which notes the importance of urban trees for the benefits you have outlined: 'Planning policies and decisions should ensure that new streets are tree-lined'.	Noted – this is reflected in Box 4.10 Urban Trees

Respondent	Comment	Council's Response
Page 520	Page 54: Swindon Council has a significant ambition to increase the size of the town through its local plan. We would urge Wiltshire Council to work with them to ensure that the aims and objectives of the Community Forest continue to be met and biodiversity corridors into Wiltshire are not threatened by such development.	Reference to the Great West Community Forest has been strengthened in Section 4.2 - Theme 4: Woodland & Trees
	Page 55: This theme could be strengthened with some clear examples of how the GBI will deliver more health and wellbeing benefits to the people of Wiltshire, rather than setting the scene as it largely does in its current form. Studies have shown significant benefits to those involved both in creation of habitats and planting and then the clear community benefits from access to that green infrastructure once created.	Reference to evidence of health and well-being benefits of GBI has been strengthened in Section 4.2 - Theme 5: Healthy Living and examples can be found in the Evidence Base document.
	Page 58, and page 67: I would urge caution around biodiversity net gain and the opportunities it offers. Research is showing in the UK that the offer made for 10% increase in biodiversity through the planning system can have unforeseen, inadvertent effects on biodiversity and when measured by other means, biodiversity has often suffered on the whole. I would therefore encourage a statement ensuring that the planning arrangements in Wiltshire will make effective provision for nature by protecting the biodiversity hotspots of the county and making these bigger, better and more connected through a Local Nature Recovery Strategy. I welcome your messages around nature recovery	Noted - Biodiversity Net Gain requirements will be mandated as part of the Environment Act and the Local Plan will reflect this in policy changes. The Local Nature Recovery Strategy will consider the benefits of habitat protection and enhancement for biodiversity (including for woodland habitat).
	Page 62: I concur with comments made by the Forestry Commission here and that linkages should be strengthened here to the Local Nature Partnership, Local Nature Recovery strategy and not only to Catchment Based Approaches.	Noted - this will be addressed in other documents such as the Local Nature Recovery Strategy
	Page 64: The Woodland Trust can support you in your evidence led approach with a series of publications with policy positions, and research reports. I would urge that you read our State of Woods and Trees Report 2021 report, published earlier in the year which can be used to guide your understanding of the plight of woods and trees.	Noted – to be considered as part of the Tree & Woodland Strategy
	Page 71: The Woodland Trust has been working with Wiltshire Council and we would like to explore opportunities to do this further. Therefore, we would like to be considered as a partner.	Noted – Woodland Trust logo added to Diagram 5.1

Respondent	Comment	Council's Response
	Climate Strategy 2022-2027 I would like to comment on 2 key aspects of the climate strategy. Firstly, I agree with the Forestry Commission's comments that the paragraph including the phrase "An area the size of Wilshire completely covered with trees could absorb on 1/3 of our county's emissions' is not helpful to include. This paragraph does not seem to recognise the ambition of the GBI strategy for the Right Tree in the Right Place, nor is it an accurate representation of how to reduce carbon emissions. Trees should only be planted to offset carbon when all other measures to reduce emissions have been taken. I believe that the public could be very confused by this statement, and it does not assist with their understanding of this complex issue. This statement could be improved with the wording that it takes four trees, one hundred years to take up four tons of carbon and so we need to reduce our carbon emissions significantly. Secondly, I would like to reiterate that more reference could be made in this document to the Tree and Woodland Strategy. However, this should not all be about planting. I would urge the council to Protect the woodlands it has and make no exceptions to the NPPF's paragraph 180 (C), on irreplaceable habitats in its planning decisions and would welcome more detailed ambitions and targets around woodland creation and increasing canopy cover in Wiltshire.

We would welcome the opportunity to work with you on woodland protection and creation and look forward to seeing how your strategy moves forward into clear positive action in Wiltshire for the benefit of Nature, People and mitigating climate change. | Noted – to be considered as part of the Tree & Woodland Strategy and see also responses to Climate Strategy consultation

Noted |
| **RSPB** | Overall, we are supportive of the vision and goals. The Local Nature Recovery Strategy and proposed Wiltshire Climate and Environmental Forum are integral to delivery and monitoring, we would welcome an opportunity to input into these through key partnerships.

We feel opportunities have been missed in relation to biodiversity within the built environment. The Executive Summary document (p8) describes local/urban scale GBI. Buildings assets focuses on GI primarily in relation to water attenuation. Reference should be made here, and elsewhere in the document, when referring to GBI to include the built environment such as provision for cavity nesting species e.g. swifts and bats within buildings. | Noted

Reference to examples of ecological enhancement measures within the built environment (including for birds and bats) have been included in Section 4.2 - Theme 3: Nature Recovery & Landscape Management. |

Respondent	Comment	Council's Response
	Principle 6 – Planning Principles (p67) within the strategy documents outlines the Councils plans to "seek to secure biodiversity and wider environmental net gains for our natural capital from new development by encouraging applicants for major development proposals to take into account the GBI principles" as highlighted. We would suggest that this principle applies to all scales of development which should seek to integrate biodiversity as standard, swift boxes for example can be incorporated relatively easily and inexpensively when considered early in the build design.	Reference to major development proposals removed in Section 4.2 - Theme 6: Planning Principles.
	There should be detail and clarity around the Councils expectations from developers at the outset, a Supplementary Planning Document outlining build/development design would be invaluable to ensure GBI is fully incorporated in the early phases.	Noted – opportunities for ecological enhancement measures in housing and structures are included in the Community Environmental Toolkit, and are to be considered as part of the emerging Design Guide and the Settlement GBI Frameworks.
Positive Nature	This is to register my interest in being involved in future action partnerships and steering groups relating to your green and blue infrastructure strategy for Wiltshire. I'm organising a panel talk on sustainable food and farming next March set against the backdrop of the climate change, biodiversity and health crises in particular stimulating debate around future land use, agroecology, health and local food with an interesting line up of speakers. I'm also involved in nature conservation and other sustainability issues. I'm the founder of Positive Nature, a modest not-for-profit organisation celebrating the wonder of the natural world and promoting sustainable living and wellbeing ▉▉▉▉▉▉▉▉▉ I organise talks and other activities and also work in partnership with other organisations on projects of mutual interest. Recent projects include a best practice resource for accommodation providers in wilderness areas in India and Nepal for TOFTigers based around their sustainability standard recognised by the UN-backed Global Sustainable Tourism Council. It's positive to read the Council's climate and green and blue infrastructure strategies. I would welcome an opportunity to discuss the talk on food and farming with you and your colleagues.	Noted

Respondent	Comment	Council's Response
Private individual	In the green/blue infrastructure [strategy] there is too much emphasis on economic growth. However any examination of the problem indicates that economics needs to evolve beyond the strategies first put in place in economics 101 nearly 100 years ago. Abandon the emphasis on economic growth and look to more forward thinking strategies such as Doughnut Economics as implemented in Amsterdam, Barcelona, and my own business. The circular economy is part of the solution, and the focus on the sustainable development goals is excellent. Doughnut economics brings all of these elements together under one umbrella	Noted – the natural capital approach to assessing and valuing the economic importance of the ecosystem services provided by GBI is highlighted in Section 4.2 - Theme 6: Economic Recovery & Valuing Natural Capital
Cranbourne Chase AONB	1. The Cranborne Chase Area of Outstanding Natural Beauty Partnership welcomes Wiltshire Council's Green and Blue Infrastructure Strategy. The make up of this AONB partnership and the status of this AONB are set out in Annexes A and B respectively.	Noted
	2. You may already be aware that AONB Management Plans, not just for this AONB but also for the North Wessex Downs and Cotswolds, are key strategy documents that have been adopted by Wiltshire Council. They constitute Wiltshire Council's policies for the management of these AONBs. Cranborne Chase AONB Partnership therefore recommends that the AONBs should be more readily visible throughout the strategy.	References to AONBs, and AONB Management Plans, strengthened throughout the document where appropriate.
	3. AONBs are, in reality, mega green and blue resources. Local nature recovery strategies need to mesh with the established AONB management plans. However, the AONBs are not identified on diagram 1.2, GBI Networks, and this seems to be a significant omission. Clearly the AONBs are the largest identifiable landscape scale elements of green blue infrastructure in the county.	Noted - the Local Nature Recovery Strategy will be developed in partnership with the AONBs and other key stakeholders, environmental groups and the community. AONBs added to Diagram 1.2.
	4. Whilst I see that the New Forest National Park is identified on map 1.1 which sets out the location and context of the county, the AONBs, which are nationally equally important landscapes as those of the National Parks, are not shown. This AONB Partnership recommends they should be shown on map 1.1.	AONBs added to Map 1.1.
	5. Whilst section 2.2 helpfully puts forward an outline of Wiltshire's landscape context the strategic GBI sites in section 2.3 are identified as either 'natural assets' of three types of wildlife site or one historic environment designation. There is no mention of landscapes in relation to sites. Similarly, the strategic GBI corridors are	Reference to evidence base for further details added

Respondent	Comment	Council's Response
	identified separately and their relationships with the national landscapes are not identified. International Dark Sky Reserve 2019	
	6. Whilst it is helpful to identify the AONBs as sub regional strategic GBI there seems to be a bit of confusion in relation to the cross cutting nature of GBI. The AONBs and National Parks already cover many of these issues at a strategic level. Where GBI usefully gets into greater detail is in relation to amenity green spaces, allotments and school grounds and sports fields. Many of these have less rich biodiversity than the AONBs and clearly they present opportunities to enhance these aspects.	Noted – GBI opportunities at a local scale are to be considered in the Settlement GBI Frameworks.
	7. It may be the way the document is laid out online but it appears that map 2.1, the Strategic GBI Network, does not have a key to identify the various elements.	Elements on Map 2.1 keyed out in the text.
	8. The maps 2.2 through to 2.13 helpfully identify some of the overlapping aspects of the elements included within the scope of GBI. However, section 2.4, defining strategic GBI Priorities and Opportunities, does not cross reference to AONB Management Plans or identify the AONBs as areas where partnerships already exist for the encouragement and facilitation of GBI actions.	Reference to evidence base for further details added
	9. Section 3 helpfully identifies three overarching themes, namely climate change, biodiversity, and health and well-being. These are addressed in our AONB Management Plan so, again, there could be greater cross referencing.	Noted
	10. It appears that the local GBI settlement frameworks identified in map 2.16 mean that the Salisbury and Warminster frameworks could impact on this AONB but there appears to be little by way of further guidance on what the frameworks could or should include.	References to the purpose of the Settlement GBI Frameworks strengthened throughout the document where appropriate.
	11. Government has been clear that it has had intentions of moving forward the implementation of its strategic 25 Year Environment Plan and that the special landscapes of the Areas of Outstanding Natural Beauty and National Parks would get special attention. The Farming in Protected Landscapes scheme announced in the summer applies directly to the AONBs and National Parks to take forward projects that are tailored to the local landscape character and further the themes of improving soils and ensuring the countryside is teeming with wildlife. The conservation and enhancement of landscapes is, of course, inherent within this	Reference to the Farming in Protected Landscapes scheme included in Section 4.2 - Theme 3: Nature Recovery & Landscape Management

Respondent	Comment	Council's Response
Page 525	project, focusing as it does on the nation's finest designated landscapes. This AONB Partnership does, therefore, recommend that the Green Blue Infrastructure Strategy identifies this externally funded initiative which utilises the relationships the national landscapes have built up with their local farming communities and also engages with Local Assessment Panels to evaluate the projects, the scope of which seems to be entirely within the ambitof the Green Blue Infrastructure Strategy.	
	12. Whilst acknowledging that setting out the background and context for the GBI Strategy is important, the document seems to take quite a time to progress to setting out a vision. That vision clearly echoes Sir John Lawton's report from a decade ago seeking more, high quality, and better connected. Whilst the Vision, diagram 3.1, builds on the three themes of biodiversity, climate change, and health and well-being, many of the elements seem to relate somewhat aspirationally just to bigger, better and more. Nevertheless, the AONB fully supports the three goals of 1) adaptation and resilience to climate change, 2) halting loss and improving biodiversity, 3) contributing to health and well-being. The five Priorities for Action in box 3.7 are more precise in relation to the rather generalised earlier statements. With the exception of creating more and better green spaces in towns, the other four priorities all fall within the compass of AONB Management Plans. As I have just mentioned, the encouraging of environmentally sensitive farming is being specifically actioned in the AONBs and National Parks at the moment.	Noted
	13. Of the six delivery themes, section 4.2, flooding and water management appears to be the least engaged with AONB Management Plans, however this AONB does have a current active project on the River Ebble, A Crystal Clear Ebble, and that could serve as an exemplar scheme.	Noted – to be considered in the Settlement GBI Frameworks.
	14. I have already referred to the sustainable farming schemes in this AONB and this AONB has pioneered farm clusters for the farming communities to initiate their own ways of achieving nature recovery and sustainable farming. See Farming in Cranborne Chase. This AONB has, for many years, had a very active conservation advisor.	Noted

Respondent	Comment	Council's Response
	15. The dual aim of valuing natural capital and economic recovery is finely balanced as economic returns and business projects are not necessarily those that are most sensitive to the natural environment. The AONB sector contributes to those aims through the planning consultation processes at both policy and planning application levels. Seeking environmental net gain and the capture and utilisation of renewable energy are but two ways of seeking to achieve effective development that minimises adverse impacts on the environment and encourages environmental enhancements. Many of this AONB's activities are based around healthy living and encouraging outdoor activities even though we have less high profile projects than some of our fellow AONBs.	Noted
	16. We have a significant history of working with our woodlands and trees, recognising that not all of our landscapes are typified by trees and woodlands. We are concerned that additional tree planting should not impact adversely on landscape character and historic sites. We have, therefore, recently produced Right Tree Right Place Guidance to assist with delivering more trees in the right place in the landscape so that iconic views and characteristic open landscapes are not prejudiced.	Noted
	17. The case studies that are in the delivery themes are helpful, and they bring to life what could appear to be a fairly standardised approach.	Noted
	18. The Delivery Principles set out in section 4.3 echo those in our adopted AONB Management Plan. It is noted that on page 66 reference is made to a Wiltshire Landscape Strategy and hopefully the authors of that will engage with the AONBs; they already have overarching landscape management documents and policies in their adopted AONB Management Plans. Whilst the proposal a Wiltshire Climate and Environment Forum is welcomed it does seem that this is a Local Nature Partnership under another name. The general thrust of the Green Blue Infrastructure Strategy seems to embrace much wider environmental issues and the Cranborne Chase AONB Partnership strongly advises that such a forum should have a substantial landscape component covering not just the protected landscapes but also the relevant professions.	Noted

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Respondent	Comment	Council's Response
	19. The Cranborne Chase AONB Partnership welcomes the Green Blue Infrastructure Strategy and observes that the document as currently presented has a number of useful and enlightening case studies, but it does take quite a lot of space to get over the messages. It seems that the need for green blue elements within existing and proposed settlements requires considerable attention to detail whereas the broader strategic aims across the rural parts of the county can be dealt with in more flexible and aspirational ways. In the latter situation the AONBs and National Park cover a substantial part of the County and with partnership working much can be achieved. A focus on Green Blue features and facilities near to the settlements and places where people live should, perhaps, be the catalyst for additional coordinated action. 20. This AONB is the 14th International Dark Sky Reserve in the world and we are, therefore, very conscious of the need to prevent light pollution, avoid the adverse impacts of light pollution on human health and wildlife, and facilitate the appreciation of the night skies. This does seem to be a topic that is relevant to the Green Blue Infrastructure Strategy and therefore this AONB recommends that it is included. The AONB would, of course, be happy to help with that aspect. I hope these comments are helpful to you, and, as you will have gathered, the AONB Partnership would be happy to join in taking the concept of Green Blue Infrastructure forward.	Noted – to be considered in the Settlement GBI Frameworks. Reference to the appreciation of the wellbeing benefits provided by dark skies included in Section 4.2 - Theme 3: Nature Recovery & Landscape Management (in addition to existing reference to the International Dark Sky Reserve in Box 4.8).
Wiltshire Climate Alliance	Wiltshire Climate Alliance is an umbrella organisation for groups and individuals to campaign for a Carbon Neutral Wiltshire. Its vision is a net zero carbon Wiltshire by 2030, including all sectors of society, government, and the economy. We are motivated by the global climate emergency, which was recognised by Wiltshire Council in a February 2019 resolution. Our members generally are also concerned with the global and local ecological or biodiversity emergency, seeing links with global heating and climate change as well as pollution. Many of us also see aspects of public health and social exclusion as having emergency status. WCA are very excited that Wiltshire County Council is developing this high-level strategy in anticipation of the Environment Bill becoming law and in recognition of the importance of protecting, conserving and restoring nature across the county. The understanding in Section 3, Our Shared Vision on the links between climate change and nature is important and welcome.	Noted

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Respondent	Comment	Council's Response
Page 528	We specifically like the important statement that the strategy is "a rigid document that sets down a clear path to ensure that opportunities are not lost," (p.3) and welcome the three goals.	Noted
	However, there is consensus in our Steering Group that mitigation of climate change should be mentioned first as it is the most urgent, and that this should be a separate additional goal, a "Goal 0" perhaps, to highlight its significance. WCA's current petition, with nearly 500 signatures and counting, states, "*We the undersigned petition the council to Immediately make carbon reduction the top priority in every council policy, plan and decision, and agree, by end 2021, comprehensive carbon reduction actions with annual targets, to deliver a carbon-neutral county by 2030.*" As the council's Climate emergency webpage points out, carbon reduction is the context for "Developing a Green and Blue Infrastructure Strategy and enabling communities to promote biodiversity in their areas via a new Community Environmental Toolkit."	Goal 1 has been strengthened to emphasise support for reducing carbon emissions and achieving net zero targets through sustaining a health natural environment and nature-based solutions.
	Wiltshire needs to use every tool it can to reduce carbon and one of those is sequestration. Natural carbon sequestration is a vital 'net zero' counter-balance to shortfalls in reduction of emissions. As sequestration is about the land, flora and wetland acting for the planet to reduce carbon, it is appropriate that it sits within GBI. While mentioned, almost in passing, in several areas of the strategy, it is not addressed as a specific action. And as it is so cross cutting of all of the GBI areas it deserves its own place. This will enable it to be on the agenda in any GBI focus area. The 'Goal zero' text should mention the 2030 carbon neutral Wiltshire goal from the relevant February 2019 Council Resolution. Appendix X suggests draft wording for this Goal.	References to carbon storage/sequestration strengthened throughout the document where appropriate.
	The key messages from section 1, Setting the Scene mirrors Wiltshire Intelligence view https://www.wiltshireintelligence.org.uk/key-issues/environment/ and are summarised on p.28 "in recent decades biodiversity in the area has been decreasing." In Section 3, Our Shared Vision the recognition of the poor natural state of much of the country's farmed environment, the cumulative and multiple effects of the seemingly innocuous loss of individual front gardens, and the over abstraction of rivers and water, is important.	Noted

Respondent	Comment	Council's Response
Page 529	The vision on page 4 of a multi-functional network of "high quality, biodiverse and accessible green and blue infrastructure", of "multi-functional ecosystem services", and of these supporting community, health and other social, economic and environmental aims is most welcome.	Noted
	The GBI does not set out the scale of ambition or measurable targets for different actions based on clear assessments of their role and potential if backed with proper allocation of resources, skills and follow through. We do understand that this is because it is intended as an overview high-level strategy but would like to set down that the tests will be quality of actions, proper implementation and follow through management and stewardship. The quality of action matters because the wrong actions even if taken in good faith can be as harmful as inaction:	Noted – the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.
	• Proper implementation matters because the decline of nature and ecosystems is not new and has been allowed to happen by successive administrations despite clear evidence and warnings; • The failure to properly implement action remains the main reason why nature, from Sites of Special Scientific Interest to urban streets, is in poor and potentially deteriorating condition; and, • Follow through and ongoing care matters because failure to do so results in good ideas and money being wasted, and will mean that opportunities to build skills and competence in decision making and the practical know-how needed to manage and maintain natural features from open country to town centre (as shown on page 11) are likely to be missed.	
	Finally, in general there are several mentions of future generations, but the format and manner in which this consultation has been carried out demonstrates that there is a broader issue that adults do not -or do not know how to - work with/ consult with young people. This suggests that stronger links need to be formed with schools who should be identified, supported and invested in as delivery partners.	Noted - further engagement with young people will be picked up in implementation plans and through a community engagement strategy.
	Thoughts for discussion:	
	1. Mapping: The strategic GBI areas on the maps appear not to be all of Wiltshire. Are there non-strategic GBI sites? Are we missing out farmers who could be key to maximising sequestration?	Non-strategic GBI assets are to be considered as part of the Settlement GBI Frameworks.

Respondent	Comment	Council's Response
Page 530	2. Local Plans harmonising with GBI: The GBI's stated aim in Box 3.5 on page 33 to avoid "inappropriate development or land management" is welcome as is the recognition that ancient woodlands are irreplaceable and that existing nature and features should be retained within new development. However, that will require developers and their planners, architects, designers, landscape architects and contractors to change how they view and layout sites, conduct ecological surveys and put in place credible and lasting management plans based on nature and carried out by people trained in nature. How are the GBI team going to work with other WC departments to ensure this happens?	Noted – to be considered in the new Local Plan.
	3. Forum: Will the new Wiltshire Climate and Environment Forum only operate in relation to Settlement Framework plans or will it be Wiltshire wide and connected to other Community Environment Plans? Do you think it needs to be inclusive and take community and specifically farmer engagement into account?	The Forum would support stakeholder engagement in shaping GBI delivery priorities at both the strategic and local scales.
	4. Resources: What staff resource do WC have allocated to the roll out of the GBI strategy and related implementation plans and actions?	Under review by the Council.
	5. Funding: Does there need to be a long term (cross party) agreement in council that the plans set will be carried through administrations, with frequent checks on progress and direction? What staffing resource to you have for funding, chasing grants and soft loans, managing budgets, providing community funding support etc.?	Under review by the Council.
	6. Monitoring and Reporting: How will Wiltshire Cabinet oversee and monitor progress of the 3 GBI goals?	Section 5.5 Monitoring & Review updated to confirm the Council will develop a plan and indicators for monitoring implementation of the GBI Strategy.
	7. Cross Border: Climate and GBI have no borders. Do you know how your colleagues in the same departments in other councils (albeit named differently) are approaching this work? Are you working closely with them and sharing best practice?	The GBI Strategy has been shaped through engagement with neighbouring authorities and the Council will continue to engage with them through implementation of the Strategy as appropriate.
	8. Baselines: When will the public have access to all the baseline assessment of the condition of Wiltshire habitats, features and natural assets (Section 2 Shaping the Vision) as known? (as noted on the answers https://www.wiltshire.gov.uk/green-economy-climate-strategy-consultation-qa) Obviously these will support communities / parishes / towns to plan, both to inform actions and decisions and to measure against for progress.	Yes – see Principle 4 Evidence-led

Respondent	Comment	Council's Response
Page 531	9. When can the public have better access to the maps please and are we able to zoom into our respective communities / parishes in order to begin drafting CETs? 10. Settlement Frameworks: Please can you share your vision in relation to Settlement Frameworks? Will members of the town and parish councils and members of the public be invited to contribute to these? How do you envisage them being further developed through Neighbourhood plans and Community Environmental Plans (page 35)? 11. Please can you share your vision in relation to Community Environment Toolkits including: • Which communities / parishes have already completed one? • Are there any communities / parishes who have worked with neighbouring parishes to collate 2-3 CETs at one time? • Are there any plans to run workshops to support communities / parish / town councils on how they work and how to complete? • Do WC have any capacity to provide any geographical information support – specifically the production of an interactive PDF map that could include layers for the relevant areas of interest such as habitats / species / farmers / landowners already in agri-environment schemes or specifically working in green / blue spaces. Responses to Themes Theme 1: Flooding & Water Management - The strategy contains a number of excellent aims but does not suggest how those aims will be positively driven through and managed. Our concerns are that without concrete planning, delivery and resources these will simply remain aims. It proposes that the strategy "will be used as a starting point for planning developments...". This suggests that it will have weight in planning decisions. Will this be the case and if so, who will be the moderator in the review of any development or mitigation proposals?	Roll out of interactive GIS mapping under review by the Council. References to the purpose of the Settlement GBI Frameworks strengthened throughout the document where appropriate. Roll out of Community Environmental Plans (developed by Town/Parish Councils and local stakeholders using the Community Environmental Toolkit) under review by the Council. In support of this theme, the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.

Respondent	Comment	Council's Response
Page 532	Box 4.1 states that Flood Risk Management, which is essential if the county is to address climate impacts, "involves implementing measures…". This assumes that forward planning has delivered an action plan that can be implemented. How will this plan be developed and to what timescale?	In support of this theme, the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.
	Is there a "Working with Natural Processes" (WWNP) evidence base for Wiltshire and how will it be used "to protect, restore and enhance natural flood mitigation measures"?	This a national evidence base applicable to Wiltshire.
	The promotion of natural flood management solutions to reducing flood risk is, again, a laudable aim which we totally agree with, but the strategy does not say how this will be mandated.	In support of this theme, the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.
	Examples of use within Wiltshire are not given and the Somerset levels was a project driven out of desperate necessity rather than long term thinking. It actually demonstrates the need for detailed forward planning on a county wide basis, with execution of those plans for mitigation to a sensible timescale to avoid this in Wiltshire.	Noted
	SuDs is not mandated on developments and is certainly not adopted on all developments. Will this now be mandatory in planning as part of the GBI Strategy?	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	How will WC "work together with" the various authorities to enforce high water flow attenuation from existing and new developments?	Working with partners such as the Environment Agency and catchment partnerships via the Catchment-based Approach.
	Who will manage and maintain installed SuDs systems?	As a high level strategy document management and maintenance is not be dealt with in detail.

Respondent	Comment	Council's Response
Page 533	Management of water abstraction and the potential for over abstraction is a critical element of supporting the citizens of Wiltshire and is rightly highlighted along with the use of GBI management to support and maintain supply. You state that WC will "take action to support a strong catchment focus...". This statement also suggests enforcement to protect. How will WC manage this?	Working with partners such as the Environment Agency and catchment partnerships via the Catchment-based Approach. The Environment Agency is responsible for catchment abstraction enforcement matters.
	You also suggest that new infrastructure schemes will be needed to support. Is there a long term plan being developed for this now and if so, how will the GBI team and local communities be involved?	Working with partners such as the Environment Agency and catchment partnerships via the Catchment-based Approach.
	There is no mention in the documents about watercourse maintenance and management, a major part of blue infrastructure. This is a critical issue in a number of areas of the county and failure to maintain increases flood risk. How will this be addressed by the GBI team?	As a high level strategy document management and maintenance is not be dealt with in detail.
	Theme 2: Sustainable Farming & Land Management	
	WCA welcomes the emphasis on sustainable farming and the improvement of soil health and landscape wide projects. However, given the mapping provided it is unclear whether the 'landscape' referred to is the entirety of our landscapes, that is a broad brush across the entire county or is being targeted on the coloured areas of the maps. This begs the question of how much of the county is covered by the strategy - everywhere or a percentage represented by the colour on the maps? If there are very important sites, for example SSSIs then are any buffer zones envisaged?	In support of this theme, the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas.
	It is not clear whether the maps provided for Green and Blue are 'live' that is open to expansion or contraction or intended to be fixed which may be an invitation to development on areas not specifically covered. How can groups or individuals add to the mapping in the future? Is the aim to have a joined up swathe across the county? Please can you clarify your vision and goals in this theme?	

Respondent	Comment	Council's Response
Page 534	Farming We cannot find any indication of how the Council sees its role in practical terms in promoting and supporting sustainable food production so that local supply chains can be accessed by the public. Local farmers will be facing unprecedented change in their subsidy arrangements and it is vital that there is a specific team/figurehead at the council to promote local produce so that small local market gardeners, horticulturalists and farmers have support as well as larger landowners who can be in clusters of substantial land holdings. While we appreciate the limitations on the council's resources, showcasing what we produce (as well as the landscape that produces it) is a viable role. For example, a ' Wiltshire Produce' logo/label could be developed. The Sustainable Food Trust suggests that we ask: *Where has the food come from?' and 'How was it grown?'* We suggest the Council with its access to residents and involvement in local markets could play a role in answering these questions to the benefit of our farmers and Wiltshire residents who want to source local food. The Council needs to be mindful that if the strategy is to be productive, younger farmers need to have opportunities. The Council is in a position to promote opportunities for new farmers as a landowner itself. There is also no mention of issues vital to farmers (and animal welfare conscious consumers) such as the accessibility of local abattoirs. Will planning priority be given to infrastructure that supports sustainable farming? The document also omits mention of items which are controversial such as wind turbines and solar farms. New farming methods may involve the construction of large structures to house, for example hydroponic production units. Realistically some farmers will not be engaged by the new financial programmes seeing them as constricting and bureaucratic. This does not seem to have been envisaged. Very intensive farming systems (particularly as to livestock) may be in conflict with the Council's goals if such farms are within sensitive landscape areas. Has the Council any plans for dealing with this?	In support of this theme, the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas.

Respondent	Comment	Council's Response
Page 535	Gardens and streets It is widely recognised that in many areas, gardens have greater diversity than surrounding farmland. The Council is well placed to encourage all residents to become 'green' land managers in whatever home they have or green space they use. While the strategy talks of engaging communities the Council also has the ability to contact and engage individuals. Not everyone wants to be in an activist group or join something. Many want to access local food and do the right thing in their own backyard or road verge. Trees WCA suggests management must include urgent action on urban trees in view of expected heat events and that each town and community must conduct an audit where people can access shade and drinking water in a heat event. Opportunities for infilling trees in street lines to provide shade are a priority in town land management. This should be in addition to larger tree planting proposals and promotion of other land uses that are 'carbon sinks' such as meadows and grassland. Development It is clear that the mapping of the infrastructure does not imply restrictions on development in the blue/green areas. It is unclear whether the GB strategy will in practice have a substantial influence on decisions on development. It will be extremely counterproductive and undermining of trust if local people see much loved green areas swallowed by development even though they have been identified by the mapping. There is no mention of any mapping of brown field sites or encouragement of the reuse/repurposing of agricultural buildings instead of demolition.	In support of this theme, Community Environmental Plans (developed by Town/Parish Councils and local stakeholders using the Community Environmental Toolkit) will set out actions for delivery of settlement-scale GBI projects to support local priorities. In support of this theme, the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities. To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.

Respondent	Comment	Council's Response
Page 536	Ministry of Defence The MOD and similar defence related establishments have large landholdings in the county. These have special biodiversity value and the plan should include a commitment to maintain that, for example, in the event of land sales that threaten these special areas. Enforcement There is no mention of how the Council can promote necessary and rapid enforcement of environmental standards to protect the Green and Blue infrastructure. Acute incidents of pollution can be reported but involved residents are best placed to monitor their local patches over time. Any plan must include provision for action to maintain and protect the areas and for local residents to be involved in monitoring any deterioration or damage to the infrastructure. <u>Theme 3: Nature Recovery & Land Management</u> Things we welcome • Acknowledgment of a biodiversity crisis • Recognition of the importance of ecosystem connectivity • Ambition to support landscape scale rewinding projects, including the re-introduction of native species • Interest in using natural capital accounting tools to shape priorities for economic development • Recognition p33 that ancient woodland is irreplaceable • Support for change to verge management Concerns • We struggle to find actual actions to arise from this strategy other than general statements of working with partners on what they are already doing. Vague and lacks a sense of leadership and plan for delivery. Lots of emphasis on partnerships and use of words like "encourage" "promote" "consider opportunities" with nothing mandated.	Noted Noted. The Environment Agency is responsible for environmental pollution enforcement matters. Noted The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.

Respondent	Comment	Council's Response
Page 537	• No indication of a plan to address the conflict of resistance to change from the public/landowners/businesses whose activities and or complaints to Wilts Council cut across GBI strategy intentions. E.g. complaints about uncut verges being untidy	Under review by the Council.
	• It lacks policy for making the GBI strategy the priority in decision making e.g. Page 67 merely states "We will seek to ensure biodiversity and wide environmental net gains for our natural capital from new development by encouraging applicants for major development proposals to take account of the GBI planning principles listed in Box 4.22. Development proposals should also consider opportunities for engaging local communities …. "	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	• How will net biodiversity gain decisions be handled. Who decides the worth of what is being lost and what is needed to "replace?" Will ancient woodland indeed be off limits as recognized as irreplaceable.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	• Developer Biodiversity Net Gain (BNG) contributions are described "as an important potential source of funding for green and blue infrastructure in the future to deliver on site biodiversity improvements as well as off-site enhancements". Over reliance on funding from this route could undermine the aims of the strategy and become a loophole facilitating development at the expense of GBI principals	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	• Details of the Settlement Frameworks and Planning Principals will be crucial to the delivery of the stated objectives in this GBI strategy but Consultation on the overall GBI strategy ends 17th October, before these are available.	The Settlement GBI Frameworks will inform Community Environmental Plans developed by Town/Parish Councils and local stakeholders.
	• Change to verge management, whilst welcomed does not comply with Plantlife Guidelines. Continued use of pesticides	Noted
	Ideas we can support	Noted
	• Implementation of Buglife b-lines • P73 "Empowering Communities to take ownership and responsibility for managing local GBO assets." Involving volunteers and creating the culture	

Respondent	Comment	Council's Response
	change to support e.g. verge management for pollinators is best done locally. But transfer of assets needs transfer of funding to work • Provision of high quality accessible green space close to where people live. • Involvement of communities in the early stages of development planning • Close working with the Council to achieve the aims of the strategy Theme 4: Woodland & Trees WCA welcome the 4th delivery theme of the GBI and looks forward to the Tree and Woodland Strategy, which will establish targets and advice on planting the right tree in the right place (p24 WC CE Strategy). We would very much like to know the timescales for delivery on this strategy as our concern is that we have no time to lose. We also hope that the strategy includes counteractive measures to the number of trees Wiltshire is likely to lose to Ash DieBack (Hymenoschyphus fraxineus) and that the number of trees felled continues to be recorded so we can compare Wiltshire against other council areas. Evidence from Friends of the Earth/Take Climate Action shows that Wiltshire has 10.3% of existing woodland. (https://takeclimateaction.uk/woodland-opportunity-mapping-england) There is 7.1% future opportunity for planting more trees, giving Wiltshire a combined amount of 17.4%, which is 23014 hectares of land that is suitable for new woodlands. The highest per cent in similar local authorities is 26%. The Forestry Commission and other organisations recommend a minimum of 20%, even for densely populated urban areas as noted on page 54. Bristol City Council is one council that has committed to doubling its tree cover. WCA believe WC can double tree cover too and should aim to do so whilst ensuring existing trees and woodlands are properly protected in order to store carbon, improve soil health, support nature, aid flood protection and deliver health and well being benefits. Hedgerows are also expected to become even more important as highways for wildlife as they move in response to environmental change and are a vital source for mammals, birds and inspect species and therefore need to be included in this section. They also reduce the likelihood of flooding downstream, suck nutrients and pollutants out of water and reduce soil erosion.	Noted – to be considered as part of the Tree & Woodland Strategy Noted – to be considered as part of the Tree & Woodland Strategy Reference to hedgerows has been strengthened in Section 4.2 - Theme 4: Woodland & Trees

Respondent	Comment	Council's Response
Page 539	A report from the Woodlands Trust on the State of the UK's Woods and Trees 2021 https://www.woodlandtrust.org.uk/state-of-uk-woods-and-trees/ states that Woodland cover is gradually increasing but woodland wildlife is decreasing; Woods and trees are vital for a healthy, happy society; Woods and trees are subject to a barrage of coinciding threats and Not nearly enough is being done. The report recommends the following priority actions: 1. Expand wood and tree cover. 2. Enhancing and protect existing woods and trees. 3. Improving the evidence by completing regular baseline inventories, undertaking regular assessments and filling data gaps, such as levels of soil carbon in ancient woodland, assessing the impact of landscape-scale flood risk reduction, or mapping invasive species to direct much needed investment at significant scale. 4. Invest in the future. WCA would like to work in partnership with WC on mapping and protecting existing trees and woodland areas, identifying areas suitable for new woodlands, including hedgerows (!) and urban tree planting and assisting in assessing and monitoring woodland, tree and wildlife sites. We have a wide network of volunteer members who are already involved in local environment groups and organisations and /or who sit on local parish or town councils. These members are poised to support WC with delivery of the GBI, Wiltshire's Local Nature Recovery Strategy (once completed) and on a more local level with Settlement Frameworks & Planning Guidelines, Neighbourhood Plans and Community Environment Toolkits. We look to WC for leadership in regards to exploring opportunities and partnership working so we can have clear direction, goals and ways of working and can be of service in the decade we have left to confront the climate emergency. Theme 5: Healthy Living	Noted – to be considered as part of the Tree & Woodland Strategy Noted – to be considered as part of the Tree & Woodland Strategy

Respondent	Comment	Council's Response
Page 540	It is to be welcomed that the document has embedded health and well-being with every aspect of the policy. It cites as part of the vision the importance of green and blue corridors and networks as central to providing people with access to nature, beautiful places and opportunities for healthy lifestyles. It is good to see that access to these spaces is acknowledged as crucial for everyone – and that for those living in towns this must be provided within the towns as well as giving access to the surrounding countryside.	Noted
	Throughout the document we feel the "what" is needed is very good but my main concern is about how many of the objectives can be achieved. There are also gaps in acknowledging some of the key issues that would affect health and well-being objectives being achieved.	In support of this theme, the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.
	Green spaces within towns: While acknowledging that these are managed by a range of parties saying they will work with other parties does not address the significant issues with this. Policy needs to cite some specifics in this e.g. it should be a requirement that an assessment of all shared and community green spaces is carried out in order to ensure they provide a link in terms of ecology and different types of activities.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	In towns there are some areas with inadequate green spaces. Sadly, there is an assumption that brownfield sites should always be first building places – even if this makes housing density too great. This assumption isn't questioned. Tree planting is promoted as being important within towns for well-being. Guidelines should make it mandatory for blocks of flats to have adequate access to safe and well maintained green space. Also as a part of any development including blocks of flats etc. tree planting for the future should be mandatory – if no suitable site immediately available then nearby sites could be used. No mention of this being implemented immediately is made.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	In villages guidelines make it hard to build affordable housing at a slightly higher density. Surely with better access to green spaces around the area these are better places for small areas of higher density housing.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.

Respondent	Comment	Council's Response
Page 541	The section Box 3.3 (Page 29) states the national policy framework. We wonder, would planning applications actually be turned down to achieve these objectives? In discussing design of new buildings (Page 29) the document states there is a history of good design. This is not reflected in a lot of housing in Calne where streets are entirely paved and given over to cars with no planting at all in front of many dwellings. Not only does this limit biodiversity within those spaces, the lack of green can be depressing and also nothing to absorb car fumes and CO2. Strategy talks about Active Travel but accepts increase of vehicle use up by 28% b 2025. (page 53) Surely current actions need to prevent this happening. Only action is to suggest planting more trees – this is often impossible within town centres. This is unhealthy for both those travelling through and particularly for those living alongside the major roads.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	Nothing about rights of way being up graded to be more accessible for all. Very few places where people with limited mobility can walk/wheel into the countryside safely for more than a short distance. Older people with limited stability and disabled people don't want to be confined parks as their only green spaces.	To be considered by the Wiltshire Countryside Access Improvement Plan.
	Box 4.14 on Green Infrastructure standards on page 56 refers to the Natural England's standards. It should be noted that NE's GI and Access to Green Space standards (ANGSt) have been in place since 2010 and many places currently do not meet the standards. They are also merely voluntary and do not have to be followed although if Wiltshire and other local authorities make these part of their Local Plans they will carry weight. Is this something WC are considering?	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	In order to access much of the countryside in Wiltshire people need to use the network of lanes that criss-cross the county. If we want to discourage people from using cars those lanes need to be safer for cyclists and pedestrians. There is a complete lack of willingness to take action to change the priority of use along these lanes. No mention anywhere of this as an issue or the fact that specific measures like a strict speed limit will be needed and a public information campaign about the change in priorities that are coming in the highway code.	To be considered by the Wiltshire Local Transport Plan.
	Theme 6: Economic Recovery & Valuing Natural Capital	

Respondent	Comment	Council's Response
Page 542	While the broad themes of placing a monetary value on retaining and enhancing natural environment are welcomed, there is a concern over the route to economic recovery as a whole. The GBI almost exclusively refers to the role of the LEP for this portion of the strategy. The section reads as though the intention is to grow the LEP to support Wiltshire Council's GBI goals, and vice versa. While both of these organisations may be large employers in Wiltshire it's not clear in this document that there is any strategy for engaging with the private sector, other than the LEP "promoting our natural environment to inward investors and potential residents". Nevertheless, to enable the SWLEP to better support local economic prosperity, more emphasis could be given to its positioning to offer appropriate mentorship. This would include increasing the number of people within the SWLEP itself who have run their own businesses. By definition, such mentors are better placed to appreciate economic constraints and opportunities, sympathise with challenges and barriers to a sustainable supply chain and work through commercially viable solutions with entrepreneurs.

Under Principle 1: Partnership Working almost all partnerships listed are either government funded or voluntary roles. Enterprise and developers (presumably private) are listed as collaborators in two places, but in order to realise significant economic recovery and the delivery of a financially attractive area of investment in GBI we would urge a substantially more profound and integrated approach towards engagement with the private sector.

Clearly reducing the scope of the SWLEP and Wiltshire Council's involvement in economic recovery represents a conflict of interest for the SWLEP and Wiltshire Council, but would be in line with national trends to reduce government as identified in the SWLEP's report https://swlep.co.uk/docs/default-source/strategy/economic-priorities/economic-assessment-2018/chapter-3-business-and-enterprise-may-2018.pdf | Noted

Noted - reference to greater collaboration with businesses strengthened in the text.

Noted |

Respondent	Comment	Council's Response
Wessex Water	We welcome the scope and emphasis placed on Blue Infrastructure within the Green and Blue Infrastructure Strategy. Despite the inclusion of BI throughout the document however this has not translated into a key priority for action. We would welcome a focus on ensuring that more developments implement sustainable drainage arrangements.	Embedding GBI into development and place-making to include nature-based solutions such as implementing sustainable drainage systems, green roofs and living walls added as a new priority for action in Box 3.7.
	Urban street trees are mentioned throughout the document and in the priorities. Whilst we support the inclusion of street trees in development, these must be planned and located to as to avoid any future impact to buried utility services, including water supply and sewerage pipes.	Noted
	The strategy does not mention the issue of nutrients (and other pollutants) from agricultural practices and their impact on the water environment. We believe this represents a missed opportunity to link nutrient reduction practices with wider biodiversity/Natural Flood Management opportunities to deliver multifunctional solutions. The potential for nature based solutions to tackle the issue of nutrient neutrality from developments is not acknowledged.	Reference to nutrients and reduction practices has been strengthened in Section 4.2 - Theme 1 Flooding & Water Management.
Vistry Group	We congratulate the Council on the progress that it is making with regard to these issues as part of the acknowledged Climate Emergency. I have submitted a response to surveys on both documents but note that the format of the feedback is such that you do not provide copies of the comments provided. I wanted to reiterate Vistry Group's interest in these topics as a major developer with both live construction sites, committed allocated sites and additional strategic land interests in Wiltshire. We look forward to continued engagement with the Council in respect of these topics. I have previously submitted representations in respect of the Addressing Climate Change and Biodiversity Net Gain through the Local Plan consultation (March 2021). We welcome the acknowledgement in the current consultation documents of the relationship between the emerging strategies and the Local Plan Review. We agree that the Local Plan Review is the appropriate process through which new policies/standards should be considered and their feasibility/deliverability tested. We support the Council's aspiration for the Local Plan review to be an opportunity to plan for the introduction of zero carbon standards. We consider that new policy requirements should be in step with, and not in advance of, the Government's Future Homes Standard and Future Buildings Standard - to ensure that the development industry has the materials, technology and skills to deliver much-needed private and affordable homes to the requisite	Noted

Respondent	Comment	Council's Response
Page 544	standards. Vistry Group is working collaboratively with a variety of stakeholders across the housebuilding-industry (The Future Homes Task Force) to ensure that a roadmap towards net zero development can be implemented. This is proposed as follows: 1. Zero Carbon 'Ready' by 2025: This will be the Future Homes Standard of 75-80% reduction in carbon emission (from 2013 Part L baseline); 2. Net Zero Carbon Homes (in-use) by 2030: The designed carbon emission rate is 'zero' for regulated energy with grid decarbonisation for unregulated energy; and 3. Net Zero Carbon Homes (Construction) from 2040: Carbon emissions associated with building homes are zero, including the emissions from the building's products and construction operations. We suggest that this is a realistic and deliverable approach, and one which should be reflected in the emerging Local Plan Review. Whilst we recognise that local authorities across the country may wish to demonstrate leadership in addressing the climate emergency by introducing higher standards more quickly, the practical implications of this must be considered alongside an area's housing requirement and in particular the need for delivery of affordable homes.	
	We note references in the current consultation documents to Wiltshire being carbon neutral by 2030, and the definition of this should be clearly defined in order to provide all stakeholders with certainty around targets.	Noted
	A further observation on the current consultation documents relates to the scale of some of the mapping provided. At county-wide level it makes it difficult to clearly identify the status of land uses or designations at a local scale. If the Councils is to use these plans as part of their evidence base or to make decisions about land uses, it would be helpful if they could be reviewed at a more localised scale.	More localised GBI assets mapping will be provided as part of the Settlement GBI Frameworks.
	Finally, as a supplementary comment to the online feedback provided in respect of the GBI Strategy, it should be noted that whilst the emerging Local Plan period looks to 2036, decisions in respect of GBI should avoid a 'short term' mentality which could adversely affect, or sterilise, the longer term delivery of sustainable development sites, particularly those on the edge of major settlements.	Noted

Respondent	Comment	Council's Response
Corsham Town Council	The Strategy presents a long document which is more difficult to read and understand than the Climate Strategy, making it less accessible to the general public. A condensed version may be more appropriate as it would engage a wider audience.	A summary version of the Consultation Draft was produced.
	The explanation of what green and blue infrastructure is and why it is important is well presented. There is also a good explanation of what ecosystem services are and the importance of the natural environment to humans. This helps re-enforce the need for protection and enhancement of green and blue infrastructure in Wiltshire. Three clear goals and five key priorities for action are set out in the Green and Blue Infrastructure Strategy, which makes this Strategy seem much more achievable than the Climate Strategy.	Noted
Sustainable Warminster	Sustainable Warminster comments on the Green Blue Infrastructure Strategy for Wiltshire: 1. The links in the Strategy document not work. 2. The GBI evidence base did not seem to be available until the last two weeks of the consultation. 3. P. 4 'The GBI…. Will deliver tangible benefits for people and nature'. Would 'measurable benefits' be better? 4. Has there been a baseline assessment of the state of biodiversity in the County from which progress can be measured from now on? 5. P.14 Diagram 2.1 'Halt biodiversity loss'. Could this be 'ensure 10% biodiversity net gain'? No mention of Wiltshire Core Policy 50 and 51. (Biodiversity and Landscape) 6. P.15 County Wildlife sites are not included. Is there a management plan for them? 7. P.64 Evidence base and natural capital. Very often developers do not access the WSBRC or NBN biological records when assessing the environmental impact of development and as the Council's planners do not insist on it, the environmental impact assessments submitted by developers is often inaccurate and not always written by ecologists of sufficient experience. 8. In the GBI Evidence base document p.7 Box 1.4 states: "In line with the mitigation hierarchy, priority must be given to enhancing biodiversity on site or nearby if necessary. If this is not possible, developers will be able to pay a standardised offsetting fee, which will be used to create biodiverse places elsewhere	1. Hyperlinks in the document now work 2. Noted 3. N/A - consultation introduction removed 4. To be included in the Local Nature Recovery Strategy 5. N/A 6. Site-specific management plans for wildlife sites are referred to under Section 1.3 7. Noted 8. Box 1.4 in the Evidence Base to be updated to reflect Environment Act 2021 and emerging Defra/Natural England guidance

Respondent	Comment	Council's Response
	in the local plan area." Should it be made clearer that offsetting is the last resort in the mitigation hierarchy? How will such off setting be monitored for its effectiveness? 9. GBI Evidence – there is no mention of how the GBI will relate to safeguarding habitat for protected species of wildlife. Surely a GBI strategy should include a strategy to require separate protected species assessments and biological survey following CIEEM guidelines in order to match up habitat and species protection? 10. GBI evidence Map 2.1 does not seem to have incorporated the Special Landscape Area which extends into the southern edge of Warminster town and which is a West Wiltshire Council saved policy C3. 11. GBI evidence Map 2.6 River Avon (Wylye) Special Area of Conservation is not marked. 12. GBI evidence Map 2.12 The River Wylye is not labelled.	 9. To be considered as part of the Local Nature Recovery Strategy 10. Special Landscape Areas are not mapped as a strategic GBI assets in line with GBI definition 11. All SACs in Wiltshire are shown on Map 2.6 12. The River Wylye has been labelled on Map 2.12
Ministry of Defence	The Defence Infrastructure Organisation (DIO) Safeguarding Team represents the Ministry of Defence (MOD) as a statutory consultee in the UK planning system to ensure designated zones around key operational defence sites such as aerodromes, explosives storage sites, air weapon ranges, and technical sites are not adversely affected by development outside the MOD estate. For clarity, this response relates to MOD Safeguarding concerns only and should be read in conjunction with any other submissions that might be provided by other MOD sites or departments. Paragraph 97 of the National Planning Policy Framework 2021 requires that planning policies and decisions should take into account defence requirements by 'ensuring that operational sites are not affected adversely by the impact of other development proposed in the area.' To this end MOD may be involved in the planning system both as a statutory and non-statutory consultee. Statutory consultation occurs as a result of the provisions of the Town and Country Planning (Safeguarded aerodromes, technical sites and military explosives storage areas) Direction 2002 (DfT/ODPM Circular 01/2003) and the location data and criteria set out on safeguarding maps issued by Ministry for Housing, Communities & Local Government (MHCLG) in accordance with the provisions of that Direction. Copies of these plans, in both GIS shapefile and .pdf format, can be provided on request through the email address above. The county of Wiltshire contains a number of MOD sites, along with all or part of Safeguarding zones designated to protect airfields, explosives storage sites, and technical sites which may be affected by new development.	Noted Noted

Respondent	Comment	Council's Response
Page 547	Having reviewed the supporting documentation in respect of Wiltshire County Council and their Climate Strategy and Natural Environment Plan there are two areas of interest for the MOD.	
	Firstly, within the statutory consultation areas associated with aerodromes are zones that are designed to remove or mitigate birdstrike risk. The creation of environments attractive to those large and flocking bird species that pose a hazard to aviation safety can have a significant effect. This can include landscaping schemes associated with large developments as well as the creation of new waterbodies. Sustainable Urban Drainage Systems (SUDS) additionally provide an opportunity for habitats within and around a development. The incorporation of open water, both permanent and temporary, and associated reedbeds, wetlands ponds and ditches provide a range of habitats for wildlife, potentially increasing the creation of attractant environments for large and flocking bird species hazardous to aviation.	To be considered as part of the Local Nature Recovery Strategy and Settlement GBI Frameworks.
	Secondly, where development falls outside designated safeguarding zones the MOD may also have an interest, particularly where the development is of a type likely to have an impact on operational capability. Examples of this type of development are the installation of renewable energy generation systems and their associated infrastructure. The MOD has, in principle, no issue or objection to renewable energy development though some methods of renewable energy generation, for example wind turbine generators or solar photo voltaic panels can, by virtue of their physical dimensions and properties, impact upon military aviation activities, cause obstruction to protected critical airspace encompassing military aerodromes, and impede the operation of safeguarded defence technical installations. In addition, where turbines are erected in line of sight to defence radars and other types of defence technical installations, the rotating motion of their blades can degrade and cause interference to the effective operation of these types of installations with associated impacts upon aviation safety and operational capability. Planning Practice Guidance published on the Gov.uk website acknowledges the potential effect of wind turbine generators and directs developers and Local Planning Authorities to consult the MOD where a proposed turbine has a tip height of or exceeding 11m or has a rotor diameter of 2m or more.	Noted

Respondent	Comment	Council's Response
	In summary, the MOD request that developers are made aware, through policy provisions, that development that might result in the creation of attractant environments for large and flocking bird species hazardous to aviation will be subject to scrutiny, and that those schemes where risk cannot be removed or mitigated will be refused. Additionally, in order to provide a more broad representation of MOD interests, and to ensure developers are made aware of the implications of developing within an area containing MOD safeguarded zones, policy provision is provided that applications for development that would not compromise, restrict or otherwise degrade the operational capability of safeguarded MOD sites and assets will be supported.	Noted
National Farming Union	I have completed my response to the Green & Blue Infrastructure strategy and as directed in Q7, am dropping you a line to let you know that I would like to be involved in future discussions or partnerships etc. related to this and the Councils work– please do add me to your list.	Noted
	I was pleased to see the NFU referenced in Section 4 of the Strategy and agree that partnership working with the farming community will be essential – to ensure that both food production and environment production are managed in harmony across the county. As you know from the example of the incredibly successful farmer-led Marlborough Downs project, this can be achieved for maximum benefit all round. I would like to invite you and a few colleagues form the Councils climate team to have a chat with us about how we can support each other in these aims – informally to begin with if that's ok?	Noted
Future Chippenham (Wiltshire Council)	Future Chippenham is broadly supportive of the Blue and Green Infrastructure strategy.	Noted
	The Future Chippenham Programme is seeking to deliver an infrastructure-led sustainable and well connected urban extension to the south of Chippenham to deliver new homes for the community of Chippenham. Within the context of a masterplanned development, the Programme will seek to protect and enhance blue and green infrastructure in line with prevailing local and national policy. Future Chippenham is promoting its plans through the Local Plan process and will be the subject of a masterplan and planning applications to be consulted on with the community and other relevant stakeholders.	Noted

Respondent	Comment	Council's Response
	We note that in particular the key priorities for action within the strategy are:

1. Creating more and better green spaces in our towns to help prevent flooding and attract people to live, work and invest in the area.
2. Planting the right trees in the right places to provide vital shade during heatwaves, encourage wildlife and improve air quality.
3. Supporting walking and cycling to reduce congestion, improve our health and wellbeing, and connect us to nature.
4. Encouraging environmentally sensitive farming in ways that enhance soil quality and encourage wildlife, produce food and provide employment.
5. Supporting a green economic recovery from the COVID-19 coronavirus pandemic.
6. Supporting nature recovery and landscape management.

It is noted that the detail of where and when will be set out in other more fluid short-term documents that will focus on implementation and local delivery including through a settlement framework and planning guidelines document that will give guidance for GBI around the main settlements and through a Local Nature Recovery Strategy to define where GBI protection and investment should be prioritized.

The Future Chippenham programme supports the above objectives and notes the production of the shorter term documents and would welcome the opportunity to input into these additional documents to ensure that the Future Chippenham proposals can contribute and align with the relevant strategies put forward. | Noted |
| **Climate Friendly Bradford on Avon** | We welcome the Green Blue Infrastructure document. We see it as a chance to improve Wiltshire's natural biodiverse assets. Wiltshire is a rural county and as such should aim to reach good if not outstanding ecological status.

This document is a response to the ecological emergency that is happening worldwide. It is only by each area playing its part that our wildlife can be restored. A recent 'red list' report from Birdlife International states that there has been a 25% decline in swifts over the last 3 generations, a sharp decline in rooks since 2015 and a worrying decline in snipe. All of which can at the moment be seen in Wiltshire. And, what of plants and other species? Do the authors of this document know? I have not seen any reference in the evidence base. | Noted

To be considered as part of the Local Nature Recovery Strategy. |

Respondent	Comment	Council's Response
Page 550	Wildlife corridors could be an initial priority starting point, allowing what wildlife there is to move and establish in other areas. These should be hedges and watercourses, hedges fit for dormice and watercourses free from pollutants. Hedges would help to improve soil structure and reduce soil erosion. Plantlife are promoting grasslands for wildlife and for carbon capture. Wiltshire is blessed with chalk grassland an important and rare habitat worldwide, which has a rich biodiversity of plants and pollinators. Farmers should be encouraged to improve their soil, so much agricultural land seems unable to cope with wetter weather conditions and adaptation seems key.	To be considered as part of the Local Nature Recovery Strategy.
	Access to nature for human wellbeing is good in Wiltshire, but it needs to be access that includes nature, trees and wildflower areas and protection from pesticide spray.	To be considered as part of the Local Nature Recovery Strategy.
	In April 2021 the Tree Warden scheme was closed. There have been 12 years of ongoing cuts to biodiversity posts and grants to promote biodiversity interest. New posts need to be created to take improvements and increase in biodiversity forward. It cannot be left to volunteers. Experts are the people to push this forward.	Noted
	Wiltshire owned farms are an ideal place to promote soil regeneration. The chair of the National Farmers' Union (NFU), farms and lives in Wiltshire. They are promoting soil regeneration as is the Soil Association. Carbon stores are formed through photosynthesis and microbe activity in the soil. Conditions need to be in place for this to happen!	To be considered as part of the Local Nature Recovery Strategy.
	Climate Friendly Bradford-on-Avon Biodiversity Group are interested in being part of taking the Green Blue Infrastructure forward	Noted
Corsley Parish Council	The Corsley Parish Council recognise the climate emergency and support Wiltshire's efforts to combat it. We recognise that Wiltshire emissions chiefly come from Transport, Homes and agriculture.	Noted
	As a community we are not on mains gas or sewage and therefore emissions from homes will be higher than average. We support with retrofitting to low energy solutions, such as heat pumps and solar would be welcomed. We would also like to see more monitoring of water courses to ensure there is no pollution. This should	Noted

Respondent	Comment	Council's Response
Page 551	include support for listed buildings where there is a strong desire to reduce emissions and believe that this will be blocked by the Council.	
	We would welcome the council issuing a statement that confirms a presumption of approval for improving the environmental performance of listed buildings rather than leaving them with the poor performance of the past. With regard to planning we feel that these should only be approved if they meet highest standards and are considered carbon neutral. This would mean that planning submissions would include environmental performance on the application.	Noted
	With regard to transport; as a spread out village with multiple hamlets and a main road (A362) running through the middle we support a zero carbon transport target. We have a single bus service running from Warminster to Frome and would welcome better connectivity. The reduction of heavy vehicles and speed through the village will significantly reduce emissions and we would ask that Wiltshire deliver both to improve emissions. We are fully in support of travel without using carbon vehicles. Specifically, we would like to see the upgrading of bridle paths and tracks that allow safe travel for bikes, horses and walkers between Corsley and Warminster and other Wiltshire villages as well as Frome. We believe that improving this infrastructure will significantly reduce car journeys. We would also like to see charging points across the village to support electric vehicles such as at the pubs or village triangle.	To be considered as part to the Settlement GBI Frameworks as appropriate.
	With regard to the natural environment:	
	• The better use of green space to absorb carbon should be a priority including improving soil, bringing woodland into management and planting of additional trees to address losses in ash and other species as well as the benefits in water management etc. Within Corsley we are actively bringing hedgerows back into management for example. Widespread planting of disease resistant elm should also be encouraged.	To be considered as part to the Settlement GBI Framework as appropriate.
	• We recognise the NFU's commitment to net zero and are encouraging our farming community to have farms audited to improve their environmental performance as soon as possible.	Noted

Respondent	Comment	Council's Response
	• We would also like to see improved guidance for horse owners as this is taking up increasing amounts of land.	Noted
	• Finally, with regard to waste, we see significant differences in the amount of waste generated per household, there should be more training for communities on how to reduce waste and recycle more to support a move to a circular economy.	Noted
Salisbury Civic Society	I am writing on behalf of the Salisbury Civic Society Development Committee (SCSDC). ▮▮▮▮▮, a fellow member of the Committee, provided your email address. The SCSDC fully supports and endorses the comments made by ▮▮▮▮▮ in her return for the Salisbury Area Greenspace Partnership (SAGP). Additionally, the SCSDC offer the following comments: • The SCSDC welcomes the introduction of both these complex, well developed strategies which are coherent and well presented • Both documents emphasise the need to engage with people and businesses to make the strategies work. However, there are no sections in either document that set out a strategy for this activity. • Both documents are light on what success will look like and how success will be measured. The SCSSDC wishes to encourage the Wiltshire Council to be bold and to try to implement the various action plans with haste.	Noted – the Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.
Private Consultant	The multiple benefits provided by Floodplain meadows, and their role as an effective nature based solution to floods, drought and diffuse pollution, is evidenced in this publication on the natural capital value of floodplain habitats https://valuing-nature.net/sites/default/files/documents/Synthesis_reports/VNP09-NatCapSynthesisReport-Floodplains-A4-16pp-144dpi.pdf And there is much more information on their role in carbon storage, their cultural and historical values on this website https://www.floodplainmeadows.org.uk/	Noted

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Respondent	Comment	Council's Response
Page 553	Also, re green/blue infrastructure strategy consultation, there wasn't enough space in the response form to include all the comments I wanted to make. Is there any way to send my views in a more complete form?	Noted
	For example, the document refers several times to planted trees and woodlands, when it is widely accepted that natural regeneration is a much more sustainable and cost effective way to establish woodland.	Reference to expanding woodland through natural regeneration and succession added to Theme 4 Woodland & Trees.
	There needs to be recognition in the document that ancient grasslands, especially floodplain meadows, have the potential to lock up more significant amounts of carbon in their deep soils far more securely than trees and woodlands, and the restoration of flower-rich floodplain meadows should be seen as a priority for a significant landscape scale initiative that will bring about multiple benefits.	Reference to potential of floodplain meadows to lock up carbon added to Theme 1 Flooding & Water Management.
	Re Principle 6 - biodiversity net gain should be a requirement for ALL significant development proposals, not just all "major" proposals.	Reference to major development proposals removed in Section 4.2 - Theme 6: Planning Principles.
	And whilst it is all very well empowering communities to take ownership/ responsibility for GBI, it MUST be recognised they will need support, expert advice AND access to financial resources to do so. And a fundamental requirement of the LNRS will be support from the Council for the County Biological Record Centre.	Noted
	I also disagree with the statement about County Highways and road verges.....they have merely suspended verge cutting over the past couple of years, which is NOT beneficial to plant communities......they are just encouraging the growth of coarse grasses, docks, nettles and thistles.	This is not the case for the protected road verge scheme where significant increases of species diversity has been recorded.
Chippenham green Party (Chippenham Devizes and North Wiltshire Green Party)	We've submitted responses to Wiltshire Council's Climate Strategy and Green & Blue Infrastructure surveys, and we would be interested in helping Wiltshire Council to formulate policy for Wiltshire on these topics in whatever way we can.	Noted

Respondent	Comment	Council's Response
Melksham Without	Wildflower Management (page with Box 4.6). "Wiltshire Council's Highways and Streetscene team are also supporting wildflower growth in road verges by amending management regimes throughout the county". The parish council would question the management regimes in place, and would like to see more proactive management of the public open spaces and roadside verges being undertaken. What seems to have happened to date is just less cuts.	For the protected road verge scheme significant increases of species diversity has been recorded.
	There are some examples, such as the large public open space behind Wellington Drive in Bowerhill in the parish that is ex farmland that never had wildflowers and so they are unlikely to return as not there is the first place. There are large strips of land in the parish that have not been cut as regularly this year but would need some wildflower seeding to jump start the process, and then a managed cut after the seeds have dispersed. In other areas, there was a much-admired roundabout on the A350 full of ox eye daisies that were then cut whilst in flower and so no seed produced for future years. A managed approach is required.	To be considered as part of the Local Nature Recovery Strategy and Settlement GBI Framework as appropriate.
	Box 4.10 Urban Trees - The Parish Council recognises the need for more trees but would not support trees being planted in footways/pavements, given the tendency for roots to cause uneven surfaces. There are several tree lined footways in the parish, particularly Bowerhill, where the pavements are virtually unusable, given their uneven nature.	To be considered as part of the Trees & Woodland Strategy.
	Box 4.13 Mental Health & Wellbeing Benefits of Access to Nature - The Parish Council recognises the importance accessibility to green spaces is to health and wellbeing and encourage developers of large housing developments to include circular walks in their schemes, in order to enhance the lives of residents. From anecdotal evidence from new developments, and those that are existing, residents want to go for a "circular" walk, with some benches (and bins) along the way; whether they are running, strolling with a pushchair, or walking a dog.	To be considered as part of the Settlement GBI Framework as appropriate.
	Box 4.1 The Working with Natural Processes Approach to reducing Flood Risk - The Parish Council recognises the importance of natural flood management and can evidence good practice in the parish undertaken by Bristol Avon Rivers Trust (BART) on a scheme on the South Brook catchment area, which includes tributaries through Whitley, Shaw, Shurnhold and Beanacre, to slow the flow of surface water during peak rainfall events. https://bristolavonriverstrust.org/nature-based-	Noted

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	solutions-in-south-brook-2 The Joint Melksham Neighbourhood Plan has included a policy on Flood Risk and Natural Flood Management (Policy 3) https://8e84f94a-3875-44b6-81c4427b900c1ee9.filesusr.com/ugd/fcc864_d62a247950cc423abaa28eedd803eba4.pdf	
	Box 4.17 Case Study: the economic benefits of the Kennet and Avon Canal Restoration - Parish Council representatives attended the recent Melksham Town Council Priority for People workshop (8th October) where there was a presentation by Steve Wilson of the Highways Major Project team about the proposed Melksham A350 Bypass and that in terms of additional works to be included in the Business Case presentation, that a costed proposal for improving the cycle and pedestrian connectivity of Melksham to Lacock was not being included. This scheme involved adaptations of the existing A350 that would be bypassed. The parish council clerk informed of the proposed scheme by the Wilts & Berks Canal Trust to install a pedestrian/cycle way to Lacock from Melksham, effectively putting in the tow path before the canal is restored on this route, and members at the event also suggested that this scheme be researched for possible inclusion in the bypass business case due to the economic benefits of the connection of the town to this tourist hot spot. The project is known as "Destination Lacock"and would be great to see it being incorporated as part of the Bypass Business Case, to see some tangible benefits from the Strategy documents actually taking place on the ground. http://melkshamnews.com/2020/10/14/melksham-canal-plans-to-finally-move-forward/	Noted
West Wiltshire Ramblers Group	I completed my entry for the GBI survey yesterday, but would like to add further comments in view of my experience over the last ten years, as a member of the Ramblers, as Footpaths Secretary of the West Wilts Ramblers Group (WWR) for seven years till Nov 2018 and subsequently as a still involved member of WWR. During this time I always worked closely with the Council's Countryside & Rights of Way Department and it became very clear that they were seriously under resourced in every way to carry out their duties. This still seems to be the case. Two years ago, I wrote on this subject to ▉▉▉▉▉▉▉▉, then the responsible Cabinet member, the letter I quote below. The situation seems only to have got worse, with further budget cuts required continuously year by year.	Noted

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Respondent	Comment	Council's Response
Page 556	A properly implemented GBI policy, particularly Goal 3, P13, and Key Priority, P14, of the Executive Summary will need a Countryside & Rights of Way Dept that is fully functional. It is really important, in my opinion, that Wiltshire Council realises this and take steps to correct the situation.	Noted
	This what I wrote on Wed 15th Jan 2020:	Noted
	Quote *To: Councillor ████████, Cabinet Member for Highways, Transport & Waste* *Cc: ████████████, MP for Chippenham* *Cc: ████████, Chair, West Wilts Ramblers Group* *Cc: ████████, Footpaths Secretary, West Wilts Ramblers Group* *Cc: ████████, Ramblers Wiltshire Area Footpaths Secretary* *Cc: ████████████, Head of Service, Rights of Way & Countryside, Wiltshire Council* *Cc: ██████, Team Leader, Rights of Way & Countryside, Wiltshire Council* *Cc: ████████, Countryside Access Officer Central Wiltshire* *Dear ████████* *As a Ramblers activist for the last nine years, and as a member of West Wilts Ramblers Group's Tuesday morning working party for even longer, I know the enormous value of our Wiltshire public rights of way network. I have got to know members of the Rights of Way & Countryside Department very well and to appreciate how hard they work to carry out their statutory duties, and to maintain and improve the network.* *During the recent election campaign a lot of support was pledged to improving the health of the nation, and to reduce levels of carbon emission. Indeed Wiltshire Council has already pledged to do their part. However, this does not appear consistent with the current state of finances at the Council. Austerity has not gone away, and the Rights of Way & Countryside Dept are having to make further savings this financial year and also in 2020/21. If the Council is really to do its part, this Department needs to be up-graded. It currently works largely by re-acting to events. It needs to become one that is out in front, taking initiatives. This will take a lot more money.*	

Respondent	Comment	Council's Response
Page 557	*At West Wilts Ramblers we would argue that the Rights of Way & Countryside Dept need the resources to* *-Research and propose new and/or upgraded cycle and footpath routes, so that Councillors can feel they are leading from the front in implementing policy.* *-Persuade and overcome nimbyism in implementing new and upgraded RoW for cycle and footpath routes.* *-Supervise legalities of upgrading RoWs.* *-To input positively and in depth into plans for new housing and industrial estates so that walkers and cyclists needs are taken into account.* *-To positively assist in finding and registering historic paths.* *-To rationalise where appropriate the current RoW network.* *The work load for all the above will of course be high, much higher than is currently possible. We do understand that current staffing levels are quite insufficient to do all that is suggested.* *The first and most important problem appears to be, that in spite of 'Austerity' being over, the Council is having to make something like £7 million pounds worth of cuts in the current financial year and is being required to make a further cuts of £15 million next year.* *Wiltshire Council needs to find this money, to have the infrastructure, to meet Health and Climate Emergency measures to which the Country and the Council is committed.* *Please advise how all this is to be done. What approaches are being made to Government? Are the rates to be increased? Is the Govt contribution to Wiltshire Council's costs going to be increased? Promises have been made during the election that need to be honoured, but they do not appear to be based on the reality of the current financial situation at the Council.* *For your assistance, I attach a copy of the Ramblers Manifesto that was circulated before the election. It sets out in detail where the Ramblers Association considers action is necessary.*	

Respondent	Comment	Council's Response
Drews Pond Wood Project	Space for detailed, meaningful contribution is lacking on the survey. Personal circumstances mean that I was unable to join any virtual or actual consultation sessions so I would like to make the following points.	Noted
	It is essential that PROTECTION is given due weight in this strategy. The strategy needs to reflect International Habitats Directive, NPPF, Core Strategy Objective 5, Policy 50 and 52, that all put protection as the first action. Mitigation and compensation are only to be considered if there is no alternative. This document assumes that protection is happening and jumps straight to enhancement, giving the false impression that it is acceptable to damage biodiversity so long as there is an attempt at mitigation. It needs to be made clear that protection must be the first consideration to ensure that 'net gain' doesn't become a license to damage.	Reference to the NPPF mitigation hierarchy has been strengthened in Box 3.5 Safeguarding the Integrity of the GBI Network
	Natural England's comments to the Local Plan consultation regarding GBI also raised that PROTECTION should come before mitigation. The comments that this statutory body made about Green Blue infrastructure don't appear to have been taken on board in the production of this GBI strategy. In their response to Policy Theme 2- Enhancing Green/Blue infrastructure and biodiversity NE state: • 'The plans approach to biodiversity net gain should be compliant with the mitigation hierarchy, as outlined in paragraph 175 of the NPPF ensuring that loss of priority habitat is where possible avoided. The policy should also ensure that biodiversity net gain is not applied to irreplaceable habitats and should make clear that any mitigation/compensation requirements for European sites should be dealt with separately from biodiversity net gain provision' • 'Policies and decisions should first consider options to avoid adverse impacts on biodiversity from occurring....Biodiversity net gain should be additional to any habitat creation required to mitigate or compensate for impacts'.	Reference to the NPPF mitigation hierarchy has been strengthened in Box 3.5 Safeguarding the Integrity of the GBI Network
	THE STRATEGY DOCUMENT REQUIRES ADDITIONS TO COVER PROTECTION IN GOALS, PRIORITIES AND THEMES:	
	Goal 2 PROTECTING biodiversity needs to be the first priority to reflect international, national and county policy. Bullet point 3 should come before bullet point 1 and 2. This bullet point needs to make reference to protecting habitat as well as species. Putting this point first and strengthening it would make it clear that protection of species and habitat is the first consideration. Assuming that enough is	N/A – this not a prioritised list and all bullet points are equally important. Note this is a high level strategy document rather than a set of detailed planning guidelines.

Respondent	Comment	Council's Response
Page 559	currently done to protect designated sites/priority habitat and species does not reflect what actually happens in reality and jumping straight to dealing with creating/restoring gives the wrong impression. A habitat/species cannot be restored or enhanced if it has been destroyed by development. As part of Goal 2 it is essential to urgently gain better information through ecological survey, to be able to identify 'priority habitats' and 'threatened species' that may be important to the protected site network even if they are outside it's physical boundaries. Ecology is complex, and does not stick to fenced off nature reserves. The functional link that Trowbridge has to the Bath & Bradford on Avon bat SAC is an example of this. In recent years Devizes has also been found to have a functional link to this Bat SAC. More information is urgently needed to inform planning decisions on land close to towns where there is development pressure. We risk loss of habitat supporting species that will have an impact on internationally important sites before we even know the true extent of what is present or how functional links are working.	
	Goal 3 This goal does not account for the fact that some important wildlife sites near settlements will be unacceptably damaged if access to green infrastructure close to towns is indiscriminately encouraged. Not all important wildlife sites are remote from populations and care must be taken not to impact on the biodiversity of sensitive wildlife sites near settlements. Trowbridge and Devizes woodlands that have a functional link to SAC are examples of this problem. Access to high quality green space should not be encouraged at the expense of wildlife and the concept of capacity must be acknowledged. The pursuit of recreation must be balanced against the need to conserve biodiversity/tranquility. As the group that manages Drews Pond Wood Local Nature Reserve it has been our experience that the sites ability to provide beautiful, serene, natural surroundings, close to urban areas is under increasing demand and threat – especially since Covid 19. The local community stands to lose the very thing that they seek due to recreational pressure. The LNR needs to be valued as a precious, finite resource and conserved for future generations. The LNR has been overwhelmed by housing developments in the vicinity in recent years. Housing continues to be proposed, adding to pressure of use despite the discovery of a functional link to the Bath & Bradford on Avon SAC that has highlighted this sites importance for conservation. Conservation value must not be ignored in favour of providing recreation.	To be considered as part of the Settlement GBI Framework as appropriate.
	Priorities for Action (Box 3.7) Protection of natural assets and biodiversity needs to be the first priority and should not be assumed.	N/A – this is a high level strategy document rather than a set of detailed planning guidelines.

Respondent	Comment	Council's Response
Page 560	Add new Theme 1 - The first theme needs to be to PROTECT biodiversity. It is an oversight not to include protection in the themes. Add new Theme that deals with Sustainable Planning. There is a theme that covers sustainable agriculture and land management, but nothing to cover development planning which has a huge impact on biodiversity. Protecting biodiversity from development must be included in this additional theme rather than merely dealing with mitigation.	N/A – reference to the need to protect Wiltshire's biodiversity has been added to Theme 3 Nature Recovery & Landscape Management. Note – this is a high level strategy document rather than a set of detailed planning guidelines.
	Theme 2 - Include protection of High Grade Agricultural Land. This occurs around settlements and is threatened by development. It is important to retain this finite, irreplaceable resource to secure the ability for local food production. Contrary to policy the presence of High Grade Agricultural Land is ignored and is lost to development. I have witnessed this on various occasions. The strategy needs to highlight the importance of protecting and retaining healthier soil that already exists in the form of the 'best and most versatile' land.	To be considered as part of Settlement GBI Frameworks as appropriate.
	Theme 3 – (See comments for Goal 3 above). Developing strategies to provide high quality accessible green space close to where people live to disperse recreation away from sensitive sites does not account for the fact that important and sensitive habitat is not always in remote locations, but can be next to settlements. It is important to distinguish between green infrastructure that can cope with increased use and more sensitive wildlife sites where additional pressure from recreation would be unacceptably damaging.	To be considered as part of Settlement GBI Frameworks as appropriate.
	Theme 5 - Include Local Green Space Designation The production of guidance for Local Green Space designation would allow identification and protection of green infrastructure that is important to local communities NPPF 99, 100 & 101. WC should follow the lead of other LA's that have prepared documents setting out a methodology for designating areas of land as LGS This designation provides opportunities for consideration of the best approach to managing these areas in a coordinated way that is beneficial to wildlife and people, and accounts for the sensitivity of sites.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.

Respondent	Comment	Council's Response
Page 561	Principle 6: Planning Principles There is nothing in this principle to ensure that protection is the first consideration or to reflect the mitigation hierarchy. The initial GBI principle in Box 4.22 must require development to protect habitat and species as the first consideration where possible otherwise this strategy will become a license to destroy.	Reference to the overarching GBI planning principles being used to develop local planning guidelines in the Settlement GBI Frameworks added.
	Monitoring and Review. Urgent action is needed to gain adequate baseline information on habitats, species and GBI assets NOW. Only dealing with monitoring information in the future does not ensure the provision of initial information for future comparison. Loss is likely to occur without knowing what is there in the first place. This is illustrated by the functional link of south Devizes to the Bath & Bradford on Avon SAC, only established by the chance trapping of a ringed male Beichstein's bat in 2013. Although further survey work has been done to gain insight into the behaviour and movement of Annex II bats in this vicinity, much more is required to ensure that developments coming forward for the town do not impact the SAC. A Bat strategy is urgently needed. Despite this known link developments have carried on regardless. More information is needed to ensure the protection of the intricate mosaic of habitats that these rare bats are using. Development site specific survey is disjointed and too late at application stage to reverse allocation that is damaging. Landscape wide ecological survey is needed at an early stage so that a coordinated approach can be taken that accounts for the complexities and interconnectedness of wildlife and the accumulative impact of separate developments. If rare species or habitat is found during the planning process that need to be protected it must be made possible to remove allocated sites rather than just carrying on regardless and allowing development with inadequate mitigation that will not compensate for adverse effects.	Section 5.5 Monitoring & Review updated to confirm the Council will develop a plan and indicators for monitoring implementation of the GBI Strategy. To also be considered as part of the Local Nature Recovery Strategy.
	Our concern that there is presently inadequate protection is based on experience. We realise that this strategy does not deal with detail, but have included reference to our observations of specific situations in order to illustrate the points made. We have found that: developers have not identified nearby designated land when submitting proposals; developer survey has been poor and has not met requirements or has played down the presence of rare species; detailed information about protected species provided in the form of legitimate survey by well qualified independent experts has been ignored; County Councillors have ignored the recommendations of WC Ecologist; poor decisions have been made by Councillors who have no expertise or seemingly little interest in biodiversity issues. Resulting	Noted

Respondent	Comment	Council's Response
	mitigation has been a token gesture that is not effective and has not compensated for loss of habitat. Recent applications are attempting to bypass the Local Plan meaning that sites are not part of a process where SA is carried out to ensure that development can be steered to the least damaging option. Without firm action to address flaws in the system damaging action will continue and a strategy based on mitigation alone will not prevent loss of biodiversity. Mitigation and planning gain are not new concepts, and loss has continued despite pursuing this approach for decades. Flaws and loopholes in the planning system that favour the developer need to be recognised and dealt with, otherwise the only actual 'gain' will be for developers who will find it easier to advance planning applications with cosmetic mitigation that seems appealing, but still results in loss.	
Sedgehill and Semley Parish Council	On behalf of Sedgehill and Semley Parish Council, please be advised that we would like to be involved in any future action partnerships or steering groups relating to Wiltshire Council's Our Natural Environment Plan. Our areas of interest are: • Nature Recovery and Landscape Management • Sustainable Farming & Land Management • Woodland & Trees	Noted
Winsley Parish Council	Winsley Parish Council welcomes these documents and finds that they offer a broad response to the challenges we are facing. We note that the proposals are designed to fit with the National Planning Policy Framework which feels right. Whilst welcoming the overall proposals we have the following comments to make which are either to raise the importance of some of the points made in the documents or to ask questions which we hope may help Wiltshire Council develop their approach further. 1. Themes We are concerned that delivering under your chosen six themes risks approaches which do not recognise the natural world's living and inter-related systems; which would be better recognised perhaps by using: energy, air, water, soil and food systems as higher level objectives which would seem then to invite 'naturally' integrated approaches?	Noted Noted – the delivery themes have been selected to broadly reflect the Government's 25 Year Environment Plan themes.

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Respondent	Comment	Council's Response
Page 563	**2. Stakeholders** We believe that you correctly identify communities as key stakeholders. However, if communities are to be encouraged to support this work, then community forums may well be in need of creation and fostering as they take on this work? As local people inhabit the spaces that are the subject of this document's intentions then we would welcome local partner organisations to work through networks of local parishes. Furthermore, as every single member of the county is affected by this strategy, and how effectively it is implemented, then actively supporting all communities in partnership working with this strategy acquires even greater significance.	Noted - Community Environmental Plans developed by Town/Parish Councils and local stakeholders using the Community Environmental Toolkit will set out actions for delivery of settlement-scale GBI projects to support local priorities.
	3. Regional considerations We would ask that the plans made do indeed reflect the river catchment areas that are present in Wiltshire. Basing the strategy around catchment areas may avoid mistakes and allow us to recognise when benefits have been realised.	Noted
	4. Nature's way It can often be that allowing nature to grow back is often a very effective way of creating the environment human's respond well to. So (for example) where river courses have been buried in underground pipes, they are unseen and unappreciated and the rapid flow of water through piping can contribute to downstream floods. So dig the pipes up, open them to the air to be seen and appreciated and allow the water to find its own route-it will often move in braided channels and create wetlands which reduce the risks of downstream flooding.	Noted
	5. Strategy context This looks complex and we are concerned that it will reduce the possibility of useful change if specific, shared, higher level goals are not kept constantly in focus by all partners.	Noted - Community Environmental Plans developed by Town/Parish Councils and local stakeholders using the Community Environmental Toolkit will set out actions for delivery of settlement-scale GBI projects to support local priorities.
	6. Trees It is widely recognised that tree planting is a very effective countermeasures to the climate emergency. How will this be implemented at scale?	To be considered as part of the Trees & Woodland Strategy.

Respondent	Comment	Council's Response
	7. Farming and Allotments Encouraging the development of community engagement in farming is potentially a very effective way of promoting well-being and local food production (with low food miles) in partnership with the communities who will help grow and then eat the food. People who are more knowledgeable about how their food is grown will also help promote organic methods with less pesticide and fertiliser use and better soil quality with carbon sequestration. Where farming space is not available then wider provision of allotments are likely to be welcomed. Education work to support these initiatives would be welcome and social prescribing by the health sector should be promoted.	Noted
	8. Regional self sufficiency The local economy should be re-aligned to help provide locally the resources to generate renewable energy and to grow sustainably the materials that can be used (such as timber) say in house building. This stimulates the local economy whilst keeping transport miles low and builds local resilience as does the creation of greater food production in the region.	Noted
	9. Priorities There doesn't seem sufficient urgency in the priority section of the GBI Strategy. The Climate Strategy recognises that we are feeling the effects of climate change now and hence planning for a two degree temperature rise, whereas a five year review cycle for the Green and Blue Infrastructure appears at odds with that. A three year review cycle would reflect the urgency and the pivotal contribution of Green and Blue infrastructure to coping with the effects of climate change. Climate change is here now and is set to worsen rapidly so urgent action should surely start now!	Noted
	10. Best practice How does the council intend to check for, recognise, and implement examples of best practice which may be found across the UK, Europe or globally?	Best practice case studies are included in the GBI Strategy document.
Sustainable Sherston	I am part of Sustainable Sherston and would be happy to be the point of contact for any help needed. I would be keen to know more about the Community Environmental Toolkit as we are looking to carry out a local audit (though I'm not yet sure whether this would be a biodiversity survey or an energy audit). I'll check the toolkit but please do keep in touch via this email.	Noted

Respondent	Comment	Council's Response
Wiltshire and Swindon Countryside access Forum	I completed the survey as an individual, but am also the Chair of the Wiltshire and Swindon Countryside Access Forum, and the Area Footpath Secretary for the Wiltshire Ramblers. Both organisations would like to be kept informed of developments in implementing the strategy, and we may also be in a position to become involved.	Noted
	I found the consultation to be very long in aspirations and worthy aims, but there was a complete absence of any timetable or deadlines for its implementation, other than the completion of further plans as shown in diagram 0.1, and the overall objective of becoming carbon neutral by 2030.	The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans.
	Given the organisations I mentioned above, my main interest is in the Health and Wellbeing overarching theme, with particular reference to walking and Wiltshire's rights of way network. The document notes the importance for healthy living of walking and cycling, and access to the countryside, but my experience has been that the Council is quite happy to spend large amounts of money on half-baked cycling routes in the major urban areas with only minimal, or no, consultation with likely users, which then have to be scrapped or hugely modified, while little or no consideration appears to be given to maintaining, let along improving, the rights of way network. This is correctly stated somewhere in the document to be some 6,000 km long. In box 3.5 on page 34, the statement is made that it is important to safeguard the integrity of the county's GBI network from inappropriate development. I certainly agree with this, but it is just as important to protect it from neglect. The Council's rights of way department has been woefully underfunded for years and is now a pale shadow of what it used to be before the Government's austerity campaign began. It seems that it has been viewed by budget setters within the Council as the most expendable/least important department in the council; there are now only six Countryside Access Officers (CAOs) to attempt to keep those 6,000 kms of rights of way in a serviceable condition, and although they do a magnificent job in the circumstances, their task makes King Canute's attempts to turn back the sea look easy by comparison. The case study in box 5.4 on page 74 of the document mentions the work done by volunteers in maintaining the network of rights of way, and it is certainly the case that without us the situation would be even worse. Page 75 mentions that increased funding is to be explored. I suggest that if any is obtained it be directed at the Rights of Way department forthwith.	Noted

Respondent	Comment	Council's Response
Private individual	1. The King Alfred Way is a unique asset that is partly within the 'wider countryside' of the county 2. There are opportunities to promote it as a tourist activity, and for those doing it to bring tourist money into Salisbury, linking in with train stations in Salisbury – from the route, so many different landscapes can be views and appreciated. 3. Eventually, the route could be not just sign posted for wayfinding (its hard to navigate without GPS now), but information boards could be installed at various junctures in the landscape, highlighting the different types of landscape one is passing through or looking out at, with some blurb about why its important now or historically…. KAW through Wiltshire - The Wiltshire website could be updated to include a link to this existing GI asset, as its currently missing, or hard to find:	To be considered as part of the Settlement GBI Framework as appropriate.
Bradford on Avon Town Council	Bradford on Avon Town Council welcomes the fact that Wiltshire Council (WC) is developing a Climate Emergency (CE) Strategy. We appreciate that this a complex issue and approve of the range of ideas included in the draft strategy. The lack of integration of this document with the WC Local Plan reduces its efficacy. The CE Strategy lacks vision and commitment to achieving its goal of seeking to make Wiltshire carbon neutral by 2030. The recent IPCC Sixth Assessment Report (AR6) predicts that the world will reach or pass 1.5oC between 2030 and 2035 and is likely to exceed 2oC between the early 2040s and early 2050s. Every fraction of a degree of warming leads to more dangerous and costly impacts. Urgent actions could remediate this to some useful extent. Without WC commitment and urgency, there is little chance of us making much progress at all, and the impact of the Local Plan (unless the final is significantly improved from the draft) is likely to increase the County's carbon footprint rather than address the problem. It is interesting to note, that excessive, poorly thought out housing in the wrong places, of the wrong type and not of environmentally sustainable quality, is referred to as a Plan, whereas the Climate Emergency and Blue-Green Infrastructure documents are both referred to as Strategies; some of the right words, but not really a plan! The CE and BGI need to be fully integrated with the Local Plan and of at least equivalent weight of importance.	Noted Noted

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Respondent	Comment	Council's Response
Page 567	Comments about the consultation process: 1. Hard copies are difficult to come by for those less able to engage with the internet (but a few were at Climate Festival and in Library); 2. The online Teams information session was tricky to join, the link was partially lost during (my) session and deleted my questions, attendees could not see who/how many attending, attendees could not see questions from others, responses were poor; 3. The documentation is attractive and nicely illustrated, although key figures, especially maps, have poor resolution, and generally text is repetitive and lacking in detail making it difficult to respond in the questionnaires; 4. Examples of answers (other answers to follow from all sessions): a. Clean Air Zones are generally not a good idea, because WC didn't expect any problems in BoA with the Bath CAZ start-up, although everyone in BoA knew about it and expected it to be a problem for the town whilst WC did no preparation; b. Wiltshire cannot press for more sustainable housing (and several other issues) because they can only do what central government say … which in effect have no intention of making any effort for a 2030 target, as Westminster have committed to a less ambitious 2050 (with little real progress). Wiltshire Council has a position of significant influence to change government position on planning regulations, other Unitary Councils have pushed for stronger standards of sustainability. WC Climate & Blue Green Infrastructure Strategy response. 1. The Climate Emergency should be at the heart of all Wiltshire Council policies and have primacy; 2. Climate Mitigation should be a significant goal in its own right, bringing a focus on carbon sequestration projects; 3. We would like to see significant changes to policy and real action sooner than the suggested 2 years; 4. There is no detail of how objectives will be delivered, referring simply to 'future delivery plans'; 5. It seems clear therefore that Wiltshire Council's decarbonisation objectives will be no more than a 'wish list' in the Local Plan, Local Transport Plan and other plans, most of which have completely contrary objectives and will not be in place for at least 2 years.	Noted 1. Noted 2. Goal 1 has been strengthened to emphasise support for reducing carbon emissions and achieving net zero targets through sustaining a health natural environment and nature-based solutions. 3. Noted 4. The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans. 5. Noted

Respondent	Comment	Council's Response
Page 568	6. There is a lack of measurable objectives and associated milestones. If the strategy is to be succeed, there needs to be more detail on clear aims on a yearly or every two years basis; 7. There is a lack of capital investment and budget commitments; 8. If the Strategy is to achieve its aims, immediate reversal of plans implementing climate destructive, high emission plans and policies, until such time as detailed carbon reduction delivery plans have been adopted, including the excessive housing target and poor housing standards, Westbury Incinerator etc.; 9. Active travel infrastructure needs significantly better emphasis: more than 'encouragement' for active travel. Greater provision of safe walking and cycling routes, EV charging points, EV taxis, car-sharing/clubs and all other possibilities to help reduce emissions as well as reducing the total number of vehicles on our roads; 10. There is no clear path for improving public transport which should be so much more than buses, especially improvement and protection of existing routes on the train services as these efficiently removes vehicles from the roads. This is highlighted by the local outrage about removal of the direct route to Waterloo with no consultation and expectation that Wiltshire Council should champion that cause; 11. No detail on sites to generate renewable energy, plant trees, apply regenerative agriculture or produce food for local consumption; 12. Complete dependency on other plans and strategies that are yet to be developed, which in themselves present a significant risk of increasing the County's emissions (e.g. through more commuter based development and road building); 13. All Wiltshire Council business should aspire to carbon-zero operationally. Recently announced, the Silverwood School extension approval with a recommendation to be operationally carbon-zero is commendable. However it is needs to consider all aspects, including that a majority of students will be transported there (cars? buses?), rather than gaining education and support within or near their own communities. 14. Lack of detail of what is included specifically in BGI Strategy, makes it difficult to comment as a community; 15. The BGI has limited definitions of what types of protection will be provided at designated sites and what are those sites;	6. Section 5.5 Monitoring & Review updated to confirm the Council will develop a plan and indicators for monitoring implementation of the GBI Strategy. 7. Noted 8. Noted 9. Noted 10. Noted 11. To be considered as part of the Trees & Woodland Strategy and Local Nature Recovery Strategy. 12. Noted 13. Noted 14. To be considered as part of the Settlement GBI Framework as appropriate. 15. Reference to the overarching GBI planning principles being used to develop local planning guidelines in the Settlement GBI Frameworks added.

Respondent	Comment	Council's Response
Page 569	16. The consultation response from Bradford on Avon was overwhelmingly in support of protecting existing greenspaces for well-being and wildlife; it is uncertain whether (for example) the Old Golf Course is 'in' the BGI and if it is, what protection it would be given; 17. The BGI document focuses on 'access' to wildlife and economic impacts, but despite all the evidence of massive loss insect, bird and mammal wildlife both in quantity and species, there are no actions suggested for enhancement or regeneration of habitats and safe corridors for wildlife. BOATC's made Neighbourhood Plan has green space protections, but the green corridors policy was removed due to lack of evidence (pre- 2016). We now have a significant amount of evidence and consultation, which will be incorporated into a Neighbourhood Plan update. 18. BOATC employing a dedicated Green Space Officer putting our community in the vanguard of BGI; Bradford on Avon Town Council 19. The Council could do more to indicate how it will use its influence to educate and lead residents and businesses to do more to reduce their own carbon footprint and protection of wildlife in areas beyond the Council's control. Bradford on Avon Town Council is keen to continue to support Wiltshire Council and its councillors in taking the urgent action that is now required. We declared a similar Climate Emergency within days of WC's declaration in 2019, which we augmented in 2020 with an Ecological Emergency. https://bradfordonavontowncouncil.gov.uk/town-council-commits-to-a-greener-future/ We have been working hard to engage with our community, doing projects and taking actions as best we can, but we are a small town and need support and leadership for the County to make any significant impact. There is little need for more evidence gathering, investigations and assessments; the evidence is irrefutable. There is an urgent need for more ambition and immediate action. Bradford on Avon Town Council is extremely interested in the GBI strategy particularly along the River Avon which is central to the wellbeing, biodiversity and heritage of our whole community. We would be keen to work with Wiltshire Council to protect and enhance our riverside and other green spaces and continue to take a strong lead on this, as we take on responsibility for these in the imminent asset transfers. Prepared by Cllr ▮▮▮▮▮ 14/10/21, in conjunction with BOATC and support from residents and groups including Climate Friendly BOA, BOA Preservation Trust.	16. To be considered as part of the Settlement GBI Framework as appropriate. 17. To be considered as part of the Settlement GBI Framework as appropriate. 18. Noted 19. Noted Noted

Private Individual	I endorse the Wiltshire Climate Alliance Response to Green and Blue Infrastructure Strategy October 2021. This is a comprehensive and well-presented response. I have the following observations and comments which may be of some use.	Noted
	Wiltshire Council must recognise and formally declare an Ecological Crisis. The UK is one of the most nature depleted countries in the world. In the bottom 10 per cent, Natural History Museum Report Oct 2021. The UK is the most nature depleted country in Europe. 41 per cent of all species have declined in UK since 1970. UK State of Nature Report 2019.	Noted
	The GBIS needs to frame its strategy in the context of understanding the ecological emergency as it applies to Wiltshire and its neighbours in the South West. The Global Climate Emergency and Ecological and Biodiversity emergency are intimately linked, they are inseparable issues. We can't wait for climate measures to be implemented before acting on the urgency of measures needed to restore Biodiversity. The two emergencies are interlinked and should be given equal primacy in the formation, adoption and implementation of Council Policy. The Council cannot declare a Climate emergency without at the same time recognising and declaring an Ecological Emergency. This should promote and lead to the preservation and restoration of biodiversity as a central aim of Planning Policy.	Noted
	No net loss of Biodiversity, should be a given and should genuinely deliver a Biodiversity net gain, which should mean what it says. This is often stated as an ambition but there are very few examples of net gain this actually being realised. The Council should create an inventory of how this has been delivered so far, and how it plans to do so in the future. It is essential that Biodiversity net gain is supported by significant investment (at cost to Developers), to define what and where to implement appropriate biodiversity net-gain measures. This needs to be backed and supported by the commitment to monitoring the results of actions. This also requires significant investment.	Biodiversity Net Gain of at least 10% will be mandated as part of the Environment Act 2021
	There is already plenty of environmental information and data already held (collected over many years by volunteers), and held for example by the Wiltshire and Swindon Biological Records Centre (and others). There is already much accumulated and incontrovertible evidence of the decline in wildlife, and habitats to be able to define a Nature Recovery Plan. It is time for concrete actions not more reports.	The Local Nature Recovery Strategy will use numerous data sets to establish a current position with regards to habitats across Wiltshire, where improvements are needed and identify areas for enhancement.

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The protected sites network, SSSIs, NNRs, Priority habitats and Local Wildlife Sites already provide the framework and building blocks of a future GBIS. However such sites are not all in a favourable condition. Landowners need to be incentivised and supported to restore them to favourable condition and to expand them within an enhanced, integrated GBIS. They need to be supported with both direct investment towards land management but also through provision of advice and support through access to professional advisors.	Noted
The Wilshire and Swindon Local Nature Partnership declined and ultimately became in-active due to the withdrawal of funding support from both Wiltshire Council and Swindon Borough Council. A future Wiltshire Climate and Environment Forum must be properly supported by staffing and financial resources in order to properly support and enable partners and community interest groups to contribute to the ambitions of the GBIS. It will require investment and commitment from WC and recognition that successful partnership working requires financial investment and support. It is unlikely to survive on goodwill alone.	Noted
The GBI needs to aim high and set ambitious, testing targets for the restoration of biodiversity. Failing this will see the continued decline in wildlife and habitats. Planning Policy needs to be equally ambitious in recognition of the Ecological crisis. For example it could adopt the principle of an equivalence model for the restoration of biodiversity. That is to adopt the principle of allocating an equivalent amount of land to be set aside for biodiversity restoration, equal to that of each large development proposal. (e.g. Wetland restoration, Grassland restoration, Woodland restoration, Re-wilded land). These could also be framed in the context of providing rural economic (and related urban) benefits, and business opportunities, if framed in the right way.	To be considered as part of the Local Nature Recovery Strategy.
Confirming the baseline condition of Wiltshire habitats and species is a never-ending and ongoing (resource-hungry) exercise. Enough information already exists, held by Natural England, and WSBRC (and Wiltshire Wildlife Trust) to confirm that wildlife is in decline and species and habitats are in unfavourable condition. The priority should be to acknowledge this and to define ambitious targets to reverse this, and restore wildlife to the countryside. On the proposed interactive PDF maps including species, habitats, agri-environmental etc. The environmental and biological data to inform these already exists. It just needs pulling together.	The Council is already working in partnership with Wiltshire and Swindon Biological Records Centre (SWBRC) and Natural England to pull all the data sets together to form the evidence base to underpin the emerging Local Nature recovery Strategy.

It is essential that the new Wiltshire Climate and Environment Forum maintains links with the Swindon and Wiltshire LEP, and that they share and declare common objectives to restore biodiversity. The LEP is the driver for economic investment into Wiltshire. The SWLEP should equally acknowledge the Ecological crisis and be fully cognisant of the aims and ambitions of the Wiltshire GBIS. The same amount of energy and priority that is put into securing and delivering economic investment (which often seems to be able to be mobilised very swiftly) needs to be given to securing the investment required to support GBIS ambitions and the restoration of biodiversity. GBIS ambitions and targets (and Climate mitigation targets) need to be embedded into the economic investment plans (and the Local Industrial Strategy) and targets adopted by the SWLEP. Investment in Natural Capital (and biodiversity restoration) must be an integrated ambition of the SWLEP. The GBIS and the LIS should not be parallel strategies. They need to recognise the ambition of each other in acknowledgment of the shared need to address the Climate and Ecological Crisis in order to deliver sustainable development goals. Ecological and Environmental Monitoring is fundamental to the success of the definition and implementation of the GBIS. Such monitoring has long been poorly supported and invested in, and in some case withdrawn completely by Central and Local Government (e.g. support for Local Wildlife Sites in Wiltshire). Lack of investment in the future will mean that we do not have the ability to measure the success of future actions implemented. And no measure of the value for money of such interventions and investments. I refer to Wiltshire Climate Alliance's Concerns under Theme 3: Nature Recovery & Land Management: Concern 1. Yes there is a lot of language which is vague with reference to for example, encourage, promote, consider opportunities etc. There has to be clear recognition of the Ecological Crisis and strong Leadership in the first instance. Needs to be clear about promoting, and demonstrating the benefits of a healthy, wildlife rich natural environment. This has been brought into sharp focus by the Pandemic. The wellbeing of the planet is fundamental for the wellbeing of communities and the people who live in those communities.	Noted The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.

Page 573	Concern 3. Absolutely agree. For too long Development Planning (and Developers) have held the upper hand. The GBIS needs to be a fundamental, integrated component of all Planning proposals. Development Planning proposals should be declined if they don't include a minimum level of GBI (and this minimum GBI baseline should be set at a high level) recognising the historic losses of Biodiversity and the need to restore nature. We may in fact have already reached or gone beyond the tipping point for many species.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	Concern 5. Biodiversity Net Gain. GBI Biodiversity net gain principles should therefore be set very high. Agree this should not be seen as a loophole, enabling development alongside piece meal GBI improvements that are not integrated (or connected) with a wider understanding of the overall GBI framework that is based on existing scientific evidence (distribution of species, habitats, interconnectedness of habitats, SSSIs, Wildlife sites, Agri-environment schemes etc). Development proposals should pass a series of Climate, Water Resource and Ecological tests before being allowed.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate.
	I refer to the full GBI Strategy document:	
	Box 4.14 Green Infrastructure Standards pg 56. While it is good to have standards. I personally consider these national standards are inadequate. They lack ambition of the scale and recognition of the need to restore biodiversity, and the importance and value of having natural green space (and wildlife habitats) where people live. Having adequate good quality wildlife rich green spaces near where people live will mitigate some of the damaging impacts of people visiting our most important and valuable wildlife sites, sadly emphasised by damage seen to many local sites seen during the recent pandemic lockdowns.	Noted
	Box 1.1. Responding to the Climate Emergency. There should be an equivalent Box, "Responding to the Ecological Emergency" Not all measures required to mitigate/adapt to climate change will automatically deliver for Biodiversity. The Ecological emergency should have equal billing and the Strategy must be framed in full acknowledgement of the Ecological Emergency	Noted
	Box 3.2 National Policy and Biodiversity Net Gain. Habitats enhanced and left in a measurably better state than before development. This must be supported by monitoring, to be paid for by the developer.	To be considered in the new Local Plan in line with the NPPF and latest legislation requirements as appropriate

Page 574	Goal 2 Halting Loss of and Improving Biodiversity. This requires a step change in strategic thinking and understanding about the real decline of, and future needs for the restoration of biodiversity, and the increased investment required (including in ecological monitoring) to deliver this, fully acknowledging the ecological crisis. Otherwise we will all simply continue to supervise the continued ongoing decline of species and habitats. Theme Three. We will develop a Local Nature Recovery Strategy.	Noted
	New Wiltshire Climate and Environment Forum will pick up much of the work of the former WSLNP. This will require significant dedicated staffing and financial resources, with a clearly defined purpose and focus on defining and delivering the GBI and Nature Recovery Strategy, against agreed targets and goals.	Noted
	Wiltshire should set a target for re-wilded land as a contribution towards delivering biodiversity restoration targets.	To be considered as part of the Local Nature Recovery Strategy.
	Tree planting. Local tree nurseries should be established, potentially as small business opportunities to supply native tree species to landowners, in order to deliver Tree Planting targets. These could be set up as community initiatives. ULTIMATELY THIS ALL COMES DOWN TO POLITICAL WILL AND LEADERSHIP.	To be considered as part of the Trees & Woodland Strategy.

| Natural England | We support the overall vision to deliver, more, better quality and better connected GBI and welcome the emphasis on delivery and funding. Given the range of benefits GI can provide and contribution to addressing climate and ecological emergencies as well as to social and health goals, GBI should be seen as essential infrastructure, as utilities and transport are, that is required to support new development. We encourage Local Authorities to ensure that sufficient financial contributions are made to meet GI needs in and around application sites. Further work should be done to consider large-scale strategic GI projects and spatial/corridor opportunities that developer contributions and other funding streams can be used to support. The value, in its broadest sense, of GI is recognised in the strategy and the pandemic has deepened our understanding of the roles it plays.

Planning – emerging GI Standards

Natural England is leading the Green Infrastructure Standards project; a delivery component of the 25 Year Environment Plan that will provide a consistent framework for implementing a green infrastructure approach across local policy and in development and nature-based projects. Research within the project has identified key benchmarks that are informing the update of Accessible Natural Greenspace Standards. We are also developing the first official England-wide map of GI. The new standards are programmed for a launch in the Summer next year (2022).

Theme1: Flood and Water Management

Improved management of watercourses - Natural England advocates the use of 'Nature based solutions' and associated opportunities to 'slow the flow' in the headwaters of the district's watercourses. These types of land management offer ways to improve water quality and related habitats, while also helping to reduce flooding downstream. We note and welcome the strategy's reference to the various relevant partnership working with sewerage companies, highways companies and advise including other ALBs to include nature conservation as an additional objective. Guidance on nature based solution to slow the flow can be found here. | Noted

Noted – Box 4.14 updated to include latest status for the emerging National GI Standards.

Noted |

	Sustainable drainage systems (SuDS), on and off site GI - We note and support the incorporation of SuDS into new development. Similarly we welcome the provision of both on site and off site GI as a theme for focused attention, together with the need to secure long term management arrangements at the outset Natural England support the notion to 'encourage greater respect for nature in how we use water' and advise the GBI strategy highlight opportunities for homeowners as well as developers to include methods for reducing surface water flood risk. Theme 3: Nature Recovery & Landscape Management	Noted
	A major commitment in the Government's 25 Year Environment Plan, the NRN is a single, national network which will benefit people and wildlife by increasing, improving and joining-up wildlife-rich places across England, stretching from our cities to countryside, mountains to coast. It will contain sites designated for nature conservation and other wildlife-rich places where there is the potential to restore or create new wildlife habitat or form stepping stones to help wildlife populations grow and move. It will improve landscape resilience to climate change, providing natural solutions that reduce carbon and manage flood risk; sustain vital ecosystems such as improved soil, clean water and clean air and enable us to enjoy and connect with nature where we live, work and play – benefiting our health and wellbeing. We welcome the recognition of the links between the GBIS and the forthcoming Local Nature Recovery Strategies and look forward to supporting the Council to develop that connection. Theme 4 Woodland and Trees	Noted
	Natural England support the principles of the theme and commend the councils decision to produce a Tree and Woodland Planting Strategy. Theme 5: Healthy Living Health and wellbeing	Noted
	The current Covid situation has also further shown how valuable it is to have access to green space close to where people live. A recent review (May 2020 - see link below) of evidence for the health and wellbeing benefits of green infrastructure sets out the sizeable body of research that underlines the importance of creating more, bigger, better and joined-up green spaces, especially near to where people live, and	Reference to evidence of health and well-being benefits of GBI has been strengthened in Section 4.2 - Theme 5: Healthy Living.

to address inequalities. https://www.gov.uk/government/statistics/the-people-and-nature-survey-forengland-monthlyinterim-indicators-for-april-2020-experimental-statistics. A further research document (September 2020 - see link below) sets out evidence that green infrastructure supports health and wellbeing through promoting positive mental health states, providing a context and motivation for physical activity and recreation, and allowing people to experience nature. http://publications.naturalengland.org.uk/publication/4799558023643136	
Natural England advise that social and health benefits from allotments, orchards, community gardens and historic environment areas should be given greater emphasis. The work to connect with mental health workers providing 'eco therapy' is a great example of how an area can support local biodiversity, provide an important local food source, be a valuable space for health and wellbeing and create a sense of place for local residents. There is a strong evidence base demonstrating how access to nature, rich environments and green spaces will have a positive impact on health and wellbeing. Access to good quality natural green space and parks at all scales in a way that most people can experience nature and lead more active and healthy lives. It is often communities that are economically disadvantaged with poorer health and educational outcomes that also have the worst provision of good quality BGI.	Noted
Natural England note that there is no mechanism to understand how accessible BGI is across the plan area. This information should be combined with data like the index of multiple deprivation to understand how inequalities will be strategically addressed.	Accessible GBI to be considered as part of the Settlement GBI Frameworks.

Respondent	Comment	Council's Response
Personal response	Consider the cost benefit from a system perspective, over a longer time period and in light of other strategic priorities of the UK government and WC to save money and deliver multiple objectives at the same time. For example, re the councils Blue-Green Infrastructure strategy and the biodiversity crisis we also face, use Active Travel routes to create 'green corridors' within towns and in linking communities and include biodiversity positive landscaping and planting schemes as ways to keep routes safe (e.g. as boundaries to stop people wandering onto cycle paths when they go through parks and open spaces). For example, Active travel is good for physical and mental health and will reduce costs of delivering other services from the public purse. For example, cycle routes are much less costly to maintain therefore over time this will save money if it gets people off the roads. (Acknowledging that WC investment CBA must use the government Green Book for its investment consideration - this proposal is that WC considers wider CB).	Reference to using GBI corridors for active travel routes added to Theme 5: Healthy Living

Online Survey Comments	Council's Response
As a strategy document detailing aims, clear enough, but not clear how this will progress to practical action and clear results. We could seek to do all of this and achieve nothing. How do we make sure that doesn't happen?	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
Basic errors such as bold font on l and spelling was distracting as was poor font choices	Typos corrected
The plan consistently fails to clarify the terms it uses and fails to provide evidence for statements made. I refer as one example the reference to 'Right Tree in the Right Place' it would be important to define what is meant to the Council by this term as I take this to mean that a tree is selected that will be healthy and live a long life and not planted on priority habitat - the plan seems to mean something else but does not clarify what	Glossary added.
But again not enough was done to encourage individuals to do more within their own property boundaries. Converting to Green energy if they can afford to do this; convert to an EV if they can afford it; plants trees and bushes wherever possible in their gardens; collect grey water if they can; if we all reduce carbon footprint it will reduce the heavy rainy storms, and flooding; create healthier living as environment not as polluted; and in turn would create economic recovery and natural capital	Text box added to emphasise the role of Neighbourhood Plans/Community Environmental Plans (developed using the Community Environmental Toolkit) in identifying local GBI needs and opportunities (Section 3.2)
I don't understand how a few cycle lanes and allotments will offset the loss of healthy living, green space by overdevelopment of green field sites while neglecting to develop brown spaces within already settled towns, eg Trowbridge	Noted
Mindful of cost. Balance easier and more difficult progress, to make progress in all areas. Foster care and concern for place, a small section of the population litters and fly tips. This negatively impacts others' mental health and anger, especially where it is too dangerous for the public to deal with it. There's little point in having the GBI plan perfect but not dealing with litter and flytipping; a sad eyesore.	Noted
A very muddled strategy - and an insulting survey. The term "white" is a derogatory racial term.	Noted
There were a lot of unfamiliar terms and corporate 'speak'. The Summary would not have passed the Plain English campaign!	Glossary added
I think it could have been written in much clearer English aimed at the general population rather than Council staff who are more familiar with the terms used.	Glossary added
I found it difficult to understand some of it due to some of the long technical words and they didn't explain what it means	Glossary added

Online Survey Comments	Council's Response
I think it would help to acknowledge that the Climate Change Strategy is overarching, and that actions would be prioritised together.	Goal 1 has been strengthened to emphasise support for reducing carbon emissions and achieving net zero targets through sustaining a health natural environment and nature-based solutions.
The New Forest National Park authority logo didn't appear on page 71. An important partner, doing partnership working with organisations linking to the Solent and coastline and beyond.	New Forest National Park logo added
There seems to be a plethora of plans overlapping with one another. Are any of them coming to fruition or is there a danger that we are just heaping up words?	Noted
There have been many government environment promises in the past, let's hope this actually begins to take physical action,	Noted
Rather dense and repetitive with phatic phrases 'working with' 'aim to achieve' 'plan to ...'	Glossary added
One thing that isn't quite clear to me is how all sections of the community will be engaged, including poorer and disadvantaged groups.	Text box added to emphasise the role of Neighbourhood Plans/Community Environmental Plans (developed using the Community Environmental Toolkit) in identifying local GBI needs and opportunities (Section 3.2)
does not give detailed timeline for implementation.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
It might be a strategy but it's more like an aspiration. If Wiltshire council had considered all these aspects before instead giving planning permission for anything from housing estates to industrial sites where there s no requirement then there would be no need for a strategy!	Noted
Took me a while to get the structure: CET to Settlement Frameworks to LNRS to GBI to Environment Bill but now can see how it fits together.	Noted
The means and actual plans missing.	The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.
On the whole I thought it was well presented. It would be useful for the mapping to not be so pixelated (though I suppose these might have been made available elsewhere). I suppose some GIS layers dedicated to the GBI strategy could be added to online mapping info if it hasn't been done so already.	Mapping resolution improved

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Online Survey Comments	Council's Response
I have a MSc in Global Enviromental Challenges. I know the subject inside out. This is typical council gobbledigook to a lay person, don't believe for a second you're actually going to do anything.	Noted
See point above. Not enough about the interdependence and connectivity of every aspect of the strategy, and how they relate to climate change and vice versa.	Noted
We keep seeing the words but the actions by Wiltshire Council don't match the words, the departments are not joined up giving them the emphasis required in a climate emergency. The delivery priorities need to all be equal as they are all important and should be at the heart of decisions.	Noted
I dont see how the delivery themes fit to the goals with actions. To protect the existing environment, stop building roads and destroying habitats. Need more connecting corridors for wildlife, where are they identified? Which areas of land are going to be given to over to tree planting. How are the rivers going to be clean? How can the public access green spaces on private land without restriction, eg calne-chippenham cycle route closed for shooting!	Local GBI needs and priorities to be identified in Neighbourhood Plans/Community Environmental Plans (developed using the Community Environmental Toolkit).
There needs to be a huge emphasis on education, creating a change in personal expectations (ie we will all need to change the way we live and give some things up) - critical to success will be ensuring people accept the need for and want to make these changes. The language and methods used need to be engaging, compelling and visible to all.	Noted
There are some very complicated paragraphs and some missed opportunities for being direct about action.	Noted
However on page 11 of the Exec Summary, defining B& G infrastructure you fail to include Wiltshire's many chalk streams and rivers which I understand are of international importance. Water extraction is not mentioned, this actually my put a cap on what development can and should be allowed. If there ain't enough to supply without depleting the natural environment, then no further development to be allowed. Simple really. Then we need a plan for water use reduction and waste treatment,	Noted
It is a good approach to restoring a very complex and interlinked system. I liked the idea of 'dividing' up the county by the water catchment areas and applying all the components of the strategy in each of the areas. This appears to be a good way of integrating the component parts to areas that individuals, communities, organisations and businesses can relate to.	Noted
GBI The Canal & River Trust fully support the work of the council in relation to the proposed GBI strategy and we particularly welcome the recognition of the importance of blue infrastructure. The Kennet & Avon canal is a perfect example of multifunctional green/blue infrastructure, and the Wilts & Berks canal can provide similar opportunities in advance of it becoming navigable. We suggest active travel should be added to the list of possible benefits. Nationally our canals experienced a huge increase in use...	Active travel benefits of canals emphasised in new text added to Goal 1

Online Survey Comments	Council's Response
All 6 of the delivery themes listed above are important. Strategic GBI sites need to be better defined with clear boundaries and presented on larger scale map(s), also showing Strategic GBI in adjoining counties. Whilst production of Settlement Frameworks are welcomed, there is a missed opportunity to focus on drawing up additional detailed plans for 'linking areas' - which link Strategic GBI sites to form more robust, continuous GBI corridors through the county and over its boundaries	Noted
The delivery and links between the various plans and who is to be responsible for them is not clear.	Noted
The devil is in the detail. The Strategy is good (although could have included a baseline for future delivery to be monitored against), but the council should quickly move into developing and delivering action plans. What will be done and where (targets), by whom, what will it cost, and what are the funding sources (both committed and not yet committed).	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
In places the print was too small to read.	Legibility of text improved
There was a lot of lengthy aspirations but not a lot of concrete goals or details. The text was not very readable.	Noted. Legibility of text improved
There is not enough about Protection of green and Blue assets - nor about protecting Biodiversity from development/ infrastructure projects eg road building. No mention of reversal of cuts in last few years to "Green" services and posts - such as Countryside posts; the closure of the Wiltshire Tree Warden scheme; the end of education projects eg Forest School activities. It is counter to the GBI Strategy that eg Wilts Tree officers/Ecologists are over worked and cover too large an area/.	Noted
It was a rather long document. This is likely to affect the level of community engagement.	A summary version of the Consultation Draft was produced.
The maps on pages 19 and 20 are poor quality and lack sufficient information to understand or comment on.	Hyperlink to larger-scale maps in the Evidence Base online provided
Extremely thorough but perhaps over complicated and repetitive	Noted
The maps were too high level to understand in relation to local communities. No clarity about what I, as an individual, should be doing. No quantification of the impact of different strategies - so answering Q5 was difficult	Settlement-focussed maps to be provided as part of the Settlement GBI Frameworks.
Repetitive so easy to grasp the aims but not how you intend to do it	Noted
The 3 goal diagrams helped explain the interconnectedness of all	Noted
Easy to understand but no action planning, no budgeting, no responsibility or accountability, no timescales. No teeth. As Greta Thunberg said so eloquently, just more 'Blah blah blah'!	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
The maps are poor resolution and there is lack of detail. I understand the concept but not really what Wiltshire Council are going to do.	Hyperlink to larger-scale maps in the Evidence Base online provided

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Online Survey Comments	Council's Response
It was a very dense document, I appreciate it's a complex subject but I think it could have been delivered in a simpler way. Very frustrating that the maps weren't clear, that there was no key and so rendered pointless.	Hyperlink to larger-scale maps in the Evidence Base online provided
It could go further and do more. Try being bold for a change. Less electric now the price is sky high and more hydrogen fuels.	Noted
All goals and delivery themes are important. We welcome the recognition of the importance of partnership working and in particular the engagement with town and parish councils. The Bremhill Neighbourhood Plan has objectives that go a long way in meeting the goals and delivery themes of the GBI Strategy. The specific objectives are Green and Open Spaces, The Local Landscape and Wildlife, Management of Water Courses and Flood Mitigation and Community Wellbeing. For example in the Green and Open Spaces.	Noted
This is a complex area, and for the lay person it is a lot of new information. However, the reading of the strategy did clarify many of the concepts and broaden my understanding of the issues and actions that need to be taken.	Noted
What is not understandable is why this implemented in 2012 when the Green Infrastructure Core Strategy Consultation was published.	Noted
I have been involved in conservation for many years and taken part in various consultations. However not sure how user friendly the document will be to people in general.	A summary version of the Consultation Draft was produced.
The goals were unambiguous and clearly expressed, however the plethora of graphics was confusing and did not add to comprehension of the strategy.	Noted
This was clear but much of it is aspirational and vague with no clear way forward to delivery.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
A clear statement of what the strategy is and is not is needed ie what it does and does not 'trump' in terms of planning decisions, changes of land use etc. The strategy needs to be a working document which people can use in future: it needs to be clear what will flow from the strategy in terms of Wiltshire Council decisions which are made after adoption. People need to know whether decision makers will have to have regard to the Strategy or not?	Noted
I think the document is excellent. The only change I would make is to have four goals not three. I would put mitigation into a separate goal as it is more important than the adaptation and resilience.	Goal 1 has been strengthened to emphasise support for reducing carbon emissions and achieving net zero targets through sustaining a health natural environment and nature-based solutions.

Online Survey Comments	Council's Response
It lacks detail as to actually what will take place. Will Wiltshire owned farms be examples of good soil management and regeneration? Will local producers of crops grown on healthy soil be supported in their work and from air pollution from surrounding areas. Will workable cycleways and footpaths and electric vehicle charging points for all be high on the agenda? Without nature humans will not survive, this needs to be made evident to all Wiltshire residents.	The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities.
It is very difficult to list the delivery themes in order of preference as they all interact. Obviously you have to make a start so why not take Flood and Water Management and this will involve Farming, Landscape management and Trees	Noted
What is a swale? Why use this obscure language?	Glossary added
The strategy is a bit too wordy, even the executive summary	Noted
That action is taken to reduce and remove harmful activities which impact the green/blue infrastructure including the lawful discharge of sewage into the River Marden.	Noted
More words describing commitment to actual NEAR-TERM ACTIONS needed.	Noted
The strategy is filled with jargon-ridden language. I have worked as an environmental professional, so this was not a problem for me. If the Council wants to create enthusiasm for this strategy from the general public, it will need a different document.	Glossary added
Ranking themes (above) makes no sense, as these should all be integrated. Areas such as meadows/permanent pasture is virtually ignored, tho as important as woodland in terms of biodiversity, carbon sequestration etc. Nothing on agroforestry, regenerative farming.	Reference to potential of floodplain meadows to lock up carbon added to Theme 1 Flooding & Water Management. Reference to benefits of agroforestry/regenerative farming practices added to Theme 2 Sustainable Farming & Land Management
The strategy context looks complex and we are concerned that it will reduce the possibility of useful change if specific, shared, higher level goals are not kept constantly in focus by all partners.	Community Environmental Plans developed by Town/Parish Councils and local stakeholders using the Community Environmental Toolkit will set out actions for delivery of settlement-scale GBI projects to support local priorities.
As above the attempt to rank the delivery themes is meaningless and counter productive, they are all important in different ways. The question below on Partnership working should be about just that, not just treating it as a way to act top down and inform the public	Noted
Not enough sense of urgency. It's already 2.5 yrs since the climate emergency was declared. Also a similar document produced in 2010 was essentially torn up? Need to demonstrate urgency in the action list.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).

Online Survey Comments	Council's Response
It did bring to mind Greta Thunberg's Bla bla bla. The words are fine but will they be implemented.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
There needs to be more definitive goals and deadlines for every year.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
The GBI strategy provides a clear vision for way ahead. However, Wiltshire Council needs to reconsider prioritisation of delivery themes. They are all important and inter-dependant on each other with the "whole" being greater than the sum of the "parts". Accordingly, all themes need to be taken forward in a holistic approach to delivery the maximum benefit across Wiltshire.	Noted
If you are sincere In your intention of reducing CO_2, how do you justify your intention to build a waste incinerator at Westbury? Why not a plastic reprocessing plant instead?	Noted
I think the time frames could be more aspirational it almost seems written to fit the next plan period rather than reflecting the urgency of the current crisis	Noted
More actions and safe guards ie monitoring needed - Give nature a chance - put it first for once! (ie nature, communities, Business) is always last and never gets and equal say.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
Waffle without intent	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
The strategy says some good things, but how about some targets specific to Wiltshire	Noted
Question 5.0 is not good. It is not reasonable to ask us to put the items in order because they are all important. The question is - how will the Council persuade the public to pay much higher rates, and the Govt to pay their share when all the necessary work has to be funded. How willing are we all to accept a lowering of our living standards to meet these costs which will be very high>	Noted
It was very general and a bit fluffy. It didn't delve into what delivery plans might look like, case studies or possible ideas. Calling it GBI is interesting in itself, it seems to imply that nature is a commodity. Instead it is vital for our survival! Also the notion that we can just create it as we want it doesn't do justice to how mature systems are established over time.	The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities. Case studies provided.
Lack of clarity on the how. eg details on Settlement Frameworks and planning principals are crucial to delivery but not available yet. How will you prevent reliance on Net Biodiversity Gain as a source of funding from facilitating development at the expense of GBI aims. The woodland and trees theme can't be achieved without an audit list of trees (and hedgerows) felled as well as planted	References to the purpose of the Settlement GBI Frameworks strengthened throughout the document where appropriate. Tree audit to be considered as part of the Tree & Woodland Strategy.

Online Survey Comments	Council's Response
There are many fine words in this document, which should have been produced many years ago. Specific targets are needed to ensure effectiveness can be monitored and reported on. I would be interested to hear more about how the Council will ensure the proposed Climate and Environment Forum is more effective than the Local Nature Partnership. This document is urgently needed NOW as many new/recently approved planning applications give scant regard to multi-functional space	Section 5.5 Monitoring & Review updated to confirm the Council will develop a plan and indicators for monitoring implementation of the GBI Strategy.
Aims are clear, but the how is not. Too much emphasis on "encourage" How will you manage conflict eg where GBI aims conflict with developers requests or planning permission. Who decides the "worth" of what is being lost and what would be "net biodiversity gain" Will ancient woodland indeed be "off limits" as mentioned in the strategy. How will you handle resistance to change - eg from people who like "tidy" verges	The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities. Case studies provided.
The document is wide ranging and, to a large extent not focussed. Too many diagrams that actually give no clarity on where the Council are going and how they're going to get there. Too many vague promises and statements	The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities. Case studies provided.
It was very waffly and didn't commit to specific actions.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
Far too much verbiage and too many acronyms for an "executive" summary.	Glossary added
Very difficult - way too many words, even in the Summary. Main document is FAR too long to understand, and it appears to carry a lot of duplication. Priorities for Action are the only clearly understandable parts of the main document. Now we need to know how precisely these priorities will be actually implemented.	The Local Nature Recovery Strategy will set out actions for delivery of strategic landscape-scale GBI projects within priority areas, and actions for delivery of settlement-scale GBI projects will be set out in Community Environmental Plans to support local priorities. Case studies provided.
It is very high level so I was struggling to understand what practical steps will result from the strategy and how we will know if the strategy has been successful given the lack of key performance indicators.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
See above comment on need to streamline so more impactful/readable	Noted
Nowhere near as clearly communicated or well laid out as the draft Climate Strategy. Not as engaging, harder to understand. Maybe a stronger vision statement needed: now; (intermediate); end state.	Noted

Online Survey Comments	Council's Response
Many questions on how outcomes will actually be delivered.	Text boxes added to emphasise that the Council will develop an Action Plan (Section 5.4) and Monitoring Plan (Section 5.5).
I only started to understand it deeply after I had come across the Evidence Base and Workshop Report. There is jargon and there are unclear passages.	Glossary added

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APPENDIX 3

Changes to Goal 1 shown with tracked changes for easier comparison.

Goal 1: Mitigation, ~~A~~adaptation, ~~mitigation~~ and resilience to climate change

By 2030, we will have increased our ability to mitigate and adapt to climate change through adoption of nature-based solutions...

Working in partnership, we will do this by:

- Contributing to national targets and Wiltshire Council Climate Strategy objectives for cutting greenhouse gas emissions (including from urban and rural ~~land use,~~ land use change, opportunities for active travel, and the agriculture and waste sectors).
- Considering the best nature-based pathways to help support 'Net Zero' for the county
- Supporting the delivery of ~~Implementing~~ climate change adaptation strategies and management plans~~, resilience~~ for Wiltshire to improve its resilience to impacts of climate change associated with a 2°C temperature rise ~~and management strategies.~~
- Reducing risks of harm from natural hazards through adoption of natural flood and water management approaches alongside traditional grey infrastructure ~~.~~at the local and catchment level.
- Improving air quality in locations that fail to meet national standards, thereby contributing to national targets to reduce effects of air pollution on people and wildlife.
- Contributing to national targets for reducing over-abstraction of water, and meeting water quality objectives for biodiversity and drinking water
- By ~~sequestering~~ promoting nature-based carbon removal from the atmosphere through better soil ~~husbandry~~ management, the protection of existing natural carbon sinks and the promotion of tree and woodland establishment.

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Wiltshire Council

Council

15 February 2022

Notice of Motion No. 2022-01 – Social Mobility Pledge

From Cllr Richard Clewer and Cllr Laura Mayes

To consider the following motion submitted in accordance with the constitution:

This Council supports the Social Mobility Pledge and resolves that Wiltshire Council becomes a Social Mobility Pledge accredited employer.

This Council further acknowledges that improving social mobility is a priority in the Business Plan and will require a coordinated, multi-agency approach.

Consequently, this Council **resolves** to adhere to the principles of the Social Mobility Pledge and work with Councillors and external partners and businesses to improve social mobility across Wiltshire and encourage further sign up to the pledge.

The Social Mobility Pledge:

Outreach

We will work to reach out to schools and colleges to provide coaching through quality careers advice, enrichment experience and mentoring to people from disadvantaged backgrounds or circumstances.

Access

We will work to provide structured work experience and apprenticeship opportunities to people from disadvantaged backgrounds or circumstances.

Recruitment

We will work to adopt open employee recruitment practices which promote a level playing field for people from disadvantaged backgrounds or circumstances.

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Wiltshire Council

Council

15 February 2022

Notice of Motion No. 2022-01 – Social Mobility Pledge

From Cllr Richard Clewer and Cllr Laura Mayes

Members Briefing Note

Background Briefing Note

The [Social Mobility Pledge](#) is a coalition of 550 businesses and organisations employing over 5 million people, as well as more than 50 universities representing almost 2 million students. It encourages organisations to be a force for good by putting social mobility at the heart of their purpose. Wiltshire Council would be the first unitary council to sign the pledge if this was agreed. Improving social mobility is one of the 'guiding themes' in the draft council business plan.

In terms of the three commitments that form the pledge:

Outreach

The council's inclusive workforce strategy commits to:

- Increase the number of under 25s in the council workforce to 7.5% (above 2019 level) through working with schools, and targeted advertising

We have teams focusing on supporting the development of skills for young people and routes to employment through working with local schools, businesses and those with barriers to work. A full list of [initiatives](#) are on the council website. The council is already a [Cornerstone](#) employer.

Access

The council's inclusive workforce strategy commits to:

- Increase the number of under 25s in the council workforce to 7.5% (above 2019 level) through apprenticeships

Structured work experience opportunities are offered to vulnerable young people and care leavers across council service areas.

Recruitment

The council's inclusive workforce strategy commits to:

- Inclusive attraction, recruitment, retention and development practices for all to
grow and progress

To help deliver this a range of initiatives are in train, such as reverse mentoring, use of the Equality Framework for Local Government, partnering with the inclusive job board [Includability,](#) leadership programmes and training, staff networks and senior level sponsorship of staff initiatives.

As part of the care leavers covenant we offer guaranteed interviews to our care leavers. There is scope to go further in each of the three areas set out above, including exploring use of benchmarking and information gathering tools such as the Social Mobility Employers Index or those provided for public sector employers by the Social Mobility Commission. It will be the responsibility of all council services to help deliver this commitment.

If the Pledge were to be adopted progress reports could be provided against the three areas to Staffing Policy Committee.

Wiltshire Council

Full Council

15 February 2022

S85 Local Government Act 1972 - Extension of Office

Purpose of Report

1. To ask Council to consider requests from the following Members for an extension of office beyond the six-month period of non-attendance:

   - Cllr Jacqui Lay
   - Cllr Mary Webb

Background

2. Under Section 85 (1) of the Local Government Act 1972, If a Member fails throughout six consecutive months to attend any meeting of the council or of its committees or its sub-committees of which they are a member, they shall, unless due to a reason approved by the council before the end of that period, cease to be a member of the council.

3. Since 6 May 2021, *The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020* permitting online meetings ceased to be in effect. As a result, attendance at an online meeting would not meet the requirements of S85 of the LGA 1972. Attendance at a physical meeting would be necessary.

4. Additionally, as specified in the Act attendance by a Member must be of a committee or sub-committee to which they have been appointed by Full Council, not simply attendance at any council meeting.

Main Considerations

5. Cllr Webb, representing Salisbury St Pauls Division, has not been able to attend any physical council or committee meetings since 10 November 2021. In part as a result of ongoing medical concerns affecting mobility and ability to attend physical meetings, the only committee to which Cllr Webb is appointed is Salisbury Area Board.

6. Cllr Webb has requested Council to approve an extension to the usual six-month rule to enable her to remain in office. Council can only consider approval of any reasons for non-attendance before the end of the relevant six-month period, which would be 12 May 2022. This meeting would therefore be the last opportunity for Council to consider such a request before the expiry of the relevant six-month period.

7. Cllr Lay, representing Purton Division, has not been able to attend any physical council or committee meetings since 19 October 2021. Cllr Lay has been unwell for an extended period and has received medical advice not to attend public meetings for an indeterminate period.

8. Cllr Lay has requested Council to approve an extension to the usual six-month rule to enable her to remain in office. Council can only consider approval of any reasons for non-attendance before the end of the relevant six-month period, which would be 20 April 2022. This meeting would therefore be the last opportunity for Council to consider such a request before the expiry of the relevant six-month period.

9. Cllr Lay is a member of the Electoral Review Committee, Northern Area Planning Committee, Staffing Policy Committee, Children's Select Committee and Royal Wootton Bassett and Cricklade Area Board.

10. S85 does not proscribe the reasons Council may approve an extension of office. A number of authorities, such as Ealing London Borough Council, have considered blanket dispensation from the six-moth rule for all their Members due to the unprecedented circumstances during the Covid-19 pandemic.

Safeguarding Implications

11. Not applicable.

Public Health Implications

12. The impact of the ongoing Covid-19 pandemic on the attendance of members should be considered. In particular, the potential need to self-isolate or otherwise cancel attendance at a scheduled meeting at short notice, or otherwise being classified as vulnerable.

Equalities Impact

13. Personal circumstances would need to be taken into account.

Environment and Climate Change considerations

14. Not applicable.

Risk Assessment

15. Not applicable.

Financial Implications

16. Not applicable.

Procurement Implications

17. Not applicable.

Legal implications

18. Section 85(1) of the Local Government Act 1972 enables a local authority to approve the reason(s) for non-attendance of a Member at any meeting of the authority throughout a period of six consecutive months, provided that approval is given by the authority before the expiry of the six month period.

19. If the approval of Council is not given at this meeting, if any of the Members listed are not well enough to resume their duties as a Member before the expiry of the six-month period, or as a result of Covid-19 disruptions or other reasons, be unable to attend a required meeting, they would be disqualified from office. Full Council is unable to grant retrospective approval.

Proposals

20. **That Council approves the requests for the Members listed below for an extension beyond the six-month period of non-attendance on the grounds of ill health and/or in recognition of the unique impact of Covid-19 on member attendance:**

     Cllr Jacqui Lay
     Cllr Mary Webb

21. **That such an extension be granted until the end of October 2022 which would allow for any request for a further extension being considered by Council at its meeting on 18 October 2022. In the event of that meeting either being cancelled or postponed, such an extension to remain in place until after the next available meeting of the Council.**

Perry Holmes
Director, Legal and Governance (and Monitoring Officer)

Report author: Kieran Elliott, Acting Democracy Manager (Democratic Services)

Appendices

None

Background Papers

None

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