Wiltshire Council

AGENDA

Meeting: **Cabinet**

Place: **Online Meeting**

Date: **Tuesday 14 July 2020**

Time: **10.00 am**

Join online meeting here

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

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

During the Covid -19 emergency situation the Committee is operating under revised procedures including in relation to public participation, as attached to this agenda.
The meeting will be available to view live via a Teams Live Event Link as shown above. A public guide on how to access the meeting is included below.

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

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Membership:

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

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Public Participation

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

The full constitution can be found at this link. Cabinet Procedure rules are found at Part 7.

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

Part I

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

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

1 **Apologies**

2 **Minutes of the previous meeting** *(Pages 7 - 14)*

To confirm and sign the minutes of the Cabinet meeting held on 9 June 2020, previously circulated.

3 **Declarations of Interest**

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

4 **Leader's announcements**

5 **Public participation and Questions from Councillors**

During the coronavirus emergency, this meeting will be held virtually/online here for the public to view. You can access guidance notes on accessing the online meeting here.

The Council welcomes contributions from members of the public and the public are encouraged to contact the officer named on this agenda by 12.00 noon on Thursday 9 July 2020 to indicate in advance if they wish to make statements or questions for submission. The Chairman will require statements in writing, and these will be published and referred to during the meeting.

Please note that all statements and questions received by the deadline will be circulated to councillors and published on the website (in an Agenda Supplement) so councillors are able to read these in advance, and respond to them during the meeting, as appropriate.

6 **COVID-19 Update and Steps to Recovery** *(Pages 15 - 60)*

Report by Chief Executive Officer – Terence Herbert

7 **COVID-19 Financial Update and Period 2 Budget Monitoring** *(Pages 61 - 110)*

Report by Chief Executive Officer – Terence Herbert

8 **Update on Councils response to the Climate Emergency** *(Pages 111 - 130)*

Report by Chief Executive Officer – Terence Herbert

9 **Integrated Community Equipment and Support Services -**

Recommissioning *(Pages 131 - 146)*

- Report by Chief Executive Officer – Terence Herbert

10 **Statement of Community Involvement** *(Pages 147 - 206)*

- Report by Chief Executive Officer – Terence Herbert

11 **Future High Streets Fund - Trowbridge** *(Pages 207 - 230)*

- Report by Chief Executive Officer – Terence Herbert

12 **Salisbury Future High Street Fund Submission** *(Pages 231 - 246)*

- Report by Chief Executive Officer – Terence Herbert

13 **Wiltshire Council Adoption Service 2019-2020 End of Year Cabinet Report** *(Pages 247 - 270)*

- Report by Chief Executive Officer – Terence Herbert

14 **Contract Award – Vehicle Fuel** *(Pages 271 - 280)*

- Report by Chief Executive Officer – Terence Herbert

15 **Stone Circle Company business plans** *(Pages 281 - 288)*

- Report by Chief Executive Officer – Terence Herbert

16 **Urgent Items**

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

Part II

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

17 **Exclusion of the Press and Public**

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Numbers 18 and 19 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in

paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

18 **Contract Award - Vehicle Fuel** *(Pages 289 - 292)*

Report by Chief Executive Officer – Terence Herbert

This item is exempt due to the business and financial information provided in the Appendix.

19 **Stone Circle Company Business Plans** *(Pages 293 - 302)*

Report by Chief Executive Officer – Terence Herbert

This item is exempt due to the business and financial information provided in the Appendix.

Wiltshire Council

Cabinet

MINUTES OF THE CABINET MEETING HELD ON 9 JUNE 2020 AT ONLINE MEETING AVAILABLE AT THE LINK BELOW.

Present:

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

Also Present:

Cllr Chuck Berry, Cllr Richard Britton, Cllr Clare Cape, Cllr Gavin Grant, Cllr Alan Hill, Cllr Gordon King, Cllr Horace Prickett, Cllr Ian Thorn, Cllr Christopher Williams and Cllr Graham Wright

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59 **Apologies**

There are no apologies.

60 **Minutes of the previous meeting**

The minutes of the meeting held on 19 May 2020 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 19 May 2020.

61 **Declarations of Interest**

Cllrs Richard Clewer, Bridget Wayman and Ian Thorn declared interests in agenda item 6 – Covid 19 Update and Financial Position as they were directors of Stone Circle. Cllrs Clewer and Cllr Wayman did not speak or vote on this matter.

62 **Leader's announcements**

The Leader indicated that if there were any technical issues, the meeting would have to be adjourned or rescheduled.

63 **Public participation and Questions from Councillors**

The Chairman advised that due to a large volume of questions received for this meeting that he would indicate who had asked a question. Every question had received a response, and these were published on the Council's website on Monday 8 June 2020.

Questions of a general nature have been received from:

- Bill Jarvis – Cyclists and Pedestrian Network in the County – Statement and 3 questions
- Darren Hopkins – Future Chippenham Project – 1 question
- Ian James (Bremhill Parish Council) – Future Chippenham Project – Statement and 2 questions
- Ian James (Bremhill Parish Council) – Future Chippenham Project – Statement and 8 questions
- Isabel McCord – Future Chippenham Project – Statement and 3 questions
- Steve Perry – Future Chippenham Project – Statement and 2 questions
- Kim Stuckey – Future Chippenham Project – Statement and 1 question
- Chris Caswill – Future Chippenham Project – 2 questions
- Cllr Murry – Future Chippenham Project – 2 questions

A Late question had been received from Steve Perry – Future Chippenham Project. This question would receive a written response and published alongside the other questions received.

Cllr Allison Bucknell asked for clarification as to questions from Mr Ian James, and as to whether they were raised on behalf of Bremhill Parish Council or himself.

64 **Covid-19 Update and Financial Position**

The Chairman advised that questions had been received and that responses had been published in the supplementary agenda 1.

If anyone had a supplementary question then these questions would be responded to in writing after the meeting.

Questions had been received from the following for this item:

- Chris Caswill – Schools Re-opening – Statement and 3 questions
- Chris Caswill – Public Health – 5 Questions
- Chris Lange – Covid 19 Recovery Plan and Climate Change Issues - Statement and 1 question
- Ian James (Bremhill Parish Council) – Social Care – 6 questions
- Jessica Thimbleby – Covid 19 and Climate Change – statement and 2 questions
- Mike d'Apice – Covid 19 and Climate Change – statement and questions
- Cllr Murry – Covid 19 and Proposed recovery plan

The Chairman introduced the report.

Cllr Simon Jacobs – Cabinet Member for Finance and Procurement then outlined the report along with Chief Executive Officers Alistair Cunningham and Terence Herbert.

Points made included:

- That Wiltshire Council continued its work with partners to ensure the most vulnerable in the community were supported, local businesses received support and funding allocated to the county and critical council services could continue to deliver essential services during what was an unprecedented and rapidly changing incident.

- Following the report provided to cabinet in May, the paper included the latest public health data and further information on the Council's response as at the end of May. Alongside this, emerging plans for the recovery were provided with further detail on the Council's financial position for the year ahead and the provisional capital and revenue outturn.

- The report provided full details on the modelling, assumptions and current estimated financial impact to the Council of responding to the COVID-19 pandemic and the anticipated impact for the remainder of the 2020/21 financial year. It gave detail on the Councils submission to the Government in May that set out the forecast impact on the Councils finances and sets out the conditions and timing for the necessary action to be taken to mitigate against the current forecast financial position.

- That excellent work continued to be carried out by the senior finance team on the issues raised over the last few months.

- That staff efforts during this period has been extemporary, a whole organisational response, with 24/7 working.

- The continued support of Wiltshire's Care homes during this difficult time

- That a Local Outbreak management Plan was being drafted, a significant piece of work.

- The Ongoing support of Wiltshire schools.

- Safer public spaces – supporting the reopening of our high streets, working with Wiltshire's town councils.

- Working with small businesses, administering the 5m small businesses fund.

- That the Wellbeing Hub continued to support our vulnerable residents whilst returning back to the new normal.

- The setting up of a Shadow Recovery Group, a Wiltshire Council director led group to set up for the recovery process.

- That Wiltshire Council continued to work with both Central Government and local groups and organisations.

- That a detailed report would come to the next cabinet meeting.

Andy Brown - Director of Finance and Procurement advised that Wiltshire Council continued to lobby Central Government. That the size of the impact created by the pandemic across Wiltshire was a significant one.

That these were unprecedented times for all councils, and that both elected members and officers were working together, committed to resolve the financial position.

Graham Wright, Chair of OS Management Committee advised that Scrutiny and the Covid-19 Task Group had viewed the report.

Cllr Ian Thorn, Leader of the Liberal Democrat group and other Cllrs were given the opportunity to discuss the report.

Resolved that Cabinet:

- **Notes the 2019/20 revenue outturn position and the use of emergency Government funding in the last weeks of March to offset the impact of the COVID-19 pandemic.**

- **Approves the transfers to and from the Councils earmarked reserves as detailed in Appendix B.**

- **Approves the transfer of the £0.468m provisional outturn underspend to the General Fund Reserve.**

- **Recommends to Full Council to include slippage from the 2019/20 Capital Programme of £35.535m is added to the 2020/21 Capital Programme.**

- **Approves the review of the Capital Programme 2020/21 and the deferral of schemes shown in Appendix D to the total of £101.683m into the 2021/22 financial year.**

- **Notes that a further report will be presented in July, which will include a further update on the Councils finances and further details on actions to mitigate the forecast financial position.**

- **Notes the Section 151 officer's summary of the impact of COVID -19 on the Council's 2020 / 2021 budget and Medium-Term Financial Strategy.**

Reason for the decision

That the report provided Cabinet with a further update on the work undertaken and ongoing by Wiltshire Council in response to the COVID-19 outbreak. The response to the pandemic had and would have immediate and long-lasting implications for Wiltshire's economy, communities and residents as well as the Council itself. It was therefore necessary to regularly update cabinet on the short and long-term actions that are being taken to address the impact of this pandemic.

Note: Cllr Richard Clewer and Cllr Bridget Wayman did not vote on this matter

65 **Disposal Programme**

Cllr Sturgis - Cabinet Member for Spatial Planning, Development Management and Investment presented the report.

Points made included:

- That the council had a programme of sites that were surplus to operational requirements and disposal or reuse for alternate purposes generates capital to support Councils overall Capital Programme.

- The report set out the forecast receipts from disposals for the next three financial years.

- The report further sought approval to declare specific sites surplus and capable of review to determine the best financial return for the council; the 2 assets to be declared surplus.

- The report sought authority to approve the terms of sale for Martingate Centre, Corsham.

Cabinet members were asked if they wished to make any comments.

Cllr Allison Bucknell requested that the two properties referred to in the report were also referred to in Appendix 2 for clarity.

Cllr Ian Thorn, Leader of the Liberal Democrat group and other Cllrs were given the opportunity to discuss the report.

The Chairman asked the Members if they were likely to have any questions on the content of Supplementary agenda 1 and the Martingate Centre. It was therefore agreed that these questions and the decision on the agenda item would be made in part II of the meeting.

66 **Urgent Items**

There were no urgent items.

67 **Exclusion of the Press and Public**

Disposal ProgrammeResolved:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Numbers 18 and 19 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 1 and 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

68 **Disposal Programme**

Resolved:

- **Note the position in respect of disposals for financial years 2019/20, 2020/21 and 2021/22.**
- **Confirm that freehold interest of the 2 assets can be sold by the Council.**
- **Confirm the terms of sale for Martingate Centre, Corsham.**
- **Authorise the Director for Housing and Commercial to dispose of the freehold interest in the assets or in his absence the Chief Executive**
  - **Officer Place.**

Reason for Proposal(s)

To note the current position in respect of capital receipts and confirm the freehold interest in the assets can be sold to either generate capital receipts in support of the Council's capital programme or reuse to generate income for the Council.

69 **Organisation Structure for Recovery**

The Chairman presented report seeking Cabinet's approval to take steps to make changes to the senior management structure of the council at tier 1 to support the COVID-19 recovery plan and deliver ongoing financial savings, following discussion with the current Chief Executive Officers.

Resolved:

- **Approve the proposed changes to the structure of the council at the top tier (Chief Executive Officers), and as outlined paragraphs 4 – 15.**

- **Recommend that Council approves the proposed changes to the designation of the statutory roles as outlined in paragraphs 11 & 12, if this proposed new structure is approved.**

If approved, the Leader of the Council proposes that cabinet note that:

- **Initial consultation on proposals to implement a new structure will start immediately.**

- **Once a new structure is confirmed following consultation, that steps to seek approval of the appointment of a Chief Executive by the Officer Appointments Committee will take place, and if appropriate steps to approval the redundancy of a Chief Executive Officer by the Senior Officers Employment Sub-Committee will also take place.**

Reason for Decision:
To take steps to make changes to the senior management structure of the council at tier 1 to support the COVID-19 recovery plan and deliver ongoing financial savings, following discussion with the current Chief Executive Officers.

(Duration of meeting: 10.00am – 11.55am)

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

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

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Wiltshire Council

Cabinet

14 July 2020

Subject: **Covid-19 Update and steps towards recovery**

Cabinet Member: **Cllr Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration and Communications**

Key Decision: **Non-Key**

Executive Summary

As restrictions are lifted in line with the government's roadmap and based on the latest scientific advice, Wiltshire Council has developed a Local Outbreak Management Plan to support test, track and trace measures and has worked closely with partner agencies to develop a Recovery Plan for the county.

The Recovery Plan will ensure the most vulnerable in the community are supported, provide help to local communities and businesses and implement a range of measures to support health and wellbeing.

Plans are being put in place to support the reopening of services such as libraries and leisure where it is safe to do so and we are providing support and guidance to schools and early years settings to support more children to return safely and adjust to new government guidance.

Proposal(s)

Cabinet is asked to:

- note the development of the Local Outbreak Management Plan;
- note the extensive work undertaken to reopen, reconfigure and develop services; and
- endorse the proposed approach to recovery as set out in the Recovery Plan

Reason for Proposal(s)

The Local Outbreak Management Plan and the RCG Recovery Plan represent important steps forward in our ambition to contain and mitigate the effects of the pandemic – and build back better. The Plans require the support of a range of partners and the public to ensure the successful delivery of their objectives.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

14 July 2020

Subject: **Covid-19 Update and steps towards recovery**

Cabinet Member: **Cllr Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration and Communications**

Key Decision: **Non-Key**

Purpose of Report

1. This report provides an update on Wiltshire Council's response to the pandemic and its plans for recovery. This builds on previous reports to Cabinet. A financial update is provided in a separate paper.

Background

2. As of Sunday 5 July, 285,416 people in the UK had tested positive for COVID-19, and there have been confirmed 44,220 deaths of people who have had a positive test result in all settings. Further information is available online.

3. With specific respect to Wiltshire, there have now been 1239 people who have tested positive for COVID-19. The rate of positive cases in Wiltshire is 248.8 per 100,000 population which is still lower than that seen in England which is 438.5 per 100,000 population. Up to the 19th June, 357 registered deaths involving Covid-19 in all settings in Wiltshire had occurred. Further information on weekly mortality is available from ONS.

4. On 23 June 2020 the Prime Minister made a statement to the house announcing that as the government's five tests continue to be met, with the virus no longer spreading exponentially, then further measures can be introduced easing lockdown in England from 4 July 2020. These include:
   - The two metre social distancing rule being relaxed. Where it is possible people should retain two metres but guidance is now 'one metre plus' with mitigating measures.
   - Two households of any size can meet up in any setting.
   - Restaurants and pubs can reopen. All hospitality indoors will be limited to table service.
   - Hair dressers can open but other close contact businesses eg nail bars still under review and cannot open.
   - Hotels, B&Bs and campsites/caravan parks to be opened if they can show they are following strict hygiene requirements.
   - Leisure and other attractions can be opened including outdoor gyms, cinemas, play areas, community clubs and youth centres as long as they are following strict hygiene requirements. However, close contact locations such as nightclubs, swimming pools and indoor gyms will remain closed for the time being (possible further announcements mid-July).

- Close contact sports can only be played if with members of same household.
- Places of worship to reopen (with social distancing measures and without communal singing) and weddings will be permissible for up to 30 people.
- Primary and secondary schools' full attendance will recommence in September.
- Shielding requirements are likely to be relaxed further at the end of this month

5. The government has made these changes conditionally – noting that caution remains the watchword and the moves will be reversed if there is a spike in cases. In line with the latest announcements, Wiltshire Council has developed proposals for COVID-19 secure opening of its services, including registration services, libraries and play areas (with leisure likely to follow). These proposals are developed with appropriate input from public health on risk assessments and reflect available staffing levels (including volunteers) whilst current shielding requirements are in place.

6. Wiltshire Council continue to provide support for schools to enable as many YR, Y1, Y6, Y10 and vulnerable pupils to attend. Work has also taken place to reconfigure high streets, enable outdoor seating and markets and support businesses to ensure safe spaces with the reopening of non-essential retail.

7. Alongside measures to ease lockdown, Directors of Public Health were asked to develop Local Outbreak Management Plans (LOMP) for submission to the Department for Health and Social Care by the end of June. The aim of the LOMP is to provide a clear plan on how local government works with the new national NHS test and trace and ensure the council has the necessary capacity and capability to provide a fully co-ordinated approach to contain and manage local outbreaks of COVID-19.

8. While the plan deals with all local COVID-19 outbreaks, it also identifies and prioritises preventative and early intervention measures for key settings such as care homes and schools and high-risk locations and communities to make sure they are supported.

Main Considerations for the Council

9. Wiltshire's Local Outbreak Management Plan has been developed with input from a wide range of partners and agreed by the co-chairs of the Health and Wellbeing Board – Cllr Philip Whitehead, Leader of Wiltshire Council and Dr Edd Rendell, Wiltshire Locality Clinical Lead, BSW CCG. It has also been signed off by the Director of Public Health and Chief Executive. A copy of the LOMP is available online. It is a dynamic plan and will be updated as new national guidance is published or legislation changes.

10. Containing local outbreaks, while led by the local Director of Public Health, needs to be a coordinated effort working with:
    - Public Health England (PHE) local health protection teams
    - the NHS
    - social care

- education
- the police
- the private sector
- employers
- the community and voluntary sector

11. A Local COVID-19 Health Protection Board, chaired by the Director of Public Health will play an important role in bringing partners together, monitoring data and managing outbreaks. This board will sit alongside consideration and communication of any issues by Wiltshire Health and Wellbeing Board partners (chaired by the Leader) and the Wiltshire and Swindon Local Resilience Forum (attended by the Chief Executive)..

12. Members of the general public also have a vital role to play in reducing the spread of the virus and preventing outbreaks. This includes following national guidance and advice about:
    - sticking to the social distancing guidelines
    - following good hand and respiratory hygiene practices
    - having a test if displaying symptoms
    - self-isolating if instructed to do so

13. As the focus is moving from the immediate response to the pandemic and into plans for containment and recovery, the Wiltshire and Swindon Local Resilience Forum reviewed its position at the meeting of its Strategic Coordination Group on 30th June. Prior to this both Wiltshire Council and Swindon Borough Council had established in shadow form multi-agency Recovery Coordinating Groups (RCGs). A Memorandum of Understanding outlining the handover of responsibilities has been drafted with the SCG and accordingly it was agreed to transition responsibilities during July and formally stand up RCGs in August.

14. As reported to Cabinet in June, under the Civil Contingencies Act 2004, Wiltshire Council has the responsibility to lead recovery and develop a strategic recovery plan, with a CEO chairing the RCG. Whilst in shadow form, partners in the RCG have worked together to develop a Recovery Plan. A copy of this is attached as Appendix 1. The

15. The Recovery Plan sets out objectives and principles for the RCG to work to and similar objectives for each cell to achieve. The plan notes the possibilities to reimagine public service delivery and drive positive behaviour change as well as the ambition of a green economic recovery. The specific objectives are:

    - Develop an approach that
        - ensures appropriate interventions to address inequalities and build social mobility
        - ensures the effects of deprivation are considered and interventions developed
        - enables appropriate interventions to support carbon reduction
    - Build a solid foundation so that Wiltshire emerges as a healthier, equitable and more sustainable place to live and work based on the experience of COVID 19 lockdown

- Redesign services together to ensure they are fit for purpose in post-COVID Wiltshire
- Provide support to the DPH with the development, coordination and delivery of the Local Outbreak Control Management Plan
- Ensure vulnerable people are protected and supported to recover from the pandemic in particular emotional and mental health
- Assist educational settings to support children emotionally and academically
- Address the impact of poverty and disproportional impact on those on lower incomes
- Develop and action, plans for safe spaces
- Deliver the requirements set out in The Care Home Strategy
- Secure and supply PPE to all staff in the council, schools and care homes
- Work with partner organisations to lead a shift towards positive long term change in behaviours following COVID-19
- Provide confidence and support to Wiltshire businesses

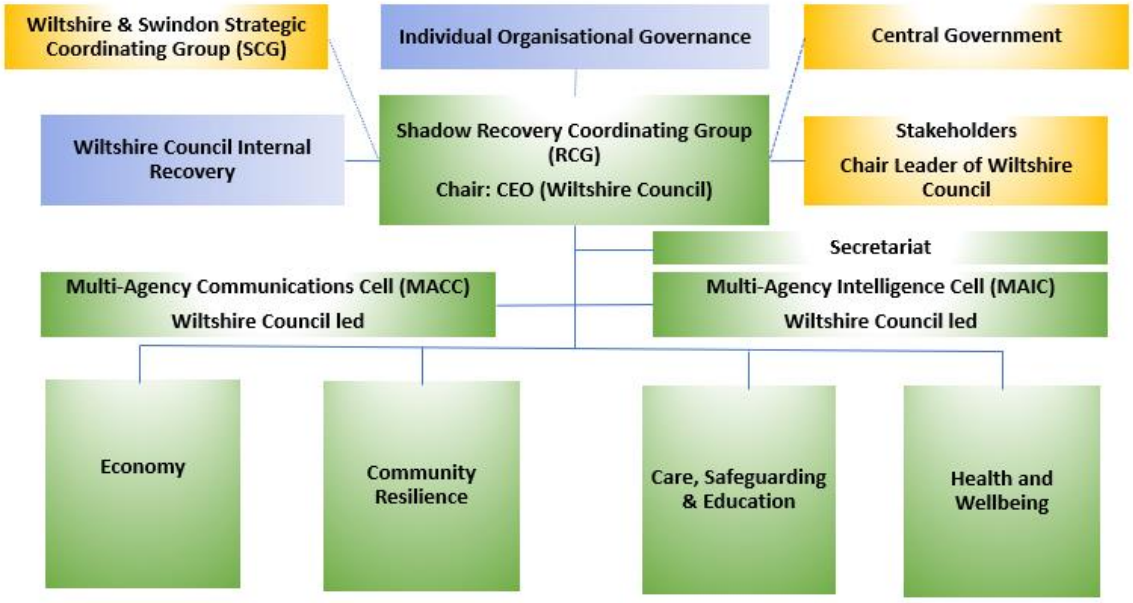
16. The Principles the RCG will work to are:
    - Recognising the financial constraints that public services are now operating under, we will collaborate closely, co-producing solutions with partners which are innovative and cost-effective.
    - Recovery that is evidence and data led with a baseline assessment and ongoing outcome based performance measures
    - Strong engagement with Wiltshire residents, key stakeholders, community partners, voluntary sector organisations and local businesses in the recovery plan.
    - A community centred approach which both reassures and enables Wiltshire's communities to build on their strengths in recovery
    - Ongoing liaison with Wiltshire businesses to provide confidence and support
    - Forward planning for communications and engagement
    - Monitoring of financial matters and pursuit of funding and other assistance
    - Strong reporting on recovery to the LRF

17. The Recovery Plan considers preparedness for any second wave, our PPE responsibilities and ongoing intelligence and communications requirements. RCG and recovery theme objectives have also been identified as follows:

    RCG - Restore community, public health and wellbeing, environmental and economic resilience following the response to COVID 19.
    Economy - Evaluate and understand the impact on Wiltshire's economy and environment, providing support to secure business recovery, revitalise town centres, reduce carbon emissions and support those impacted.
    Community Resilience - Build on the Community Resilience shown in the response enabling Wiltshire's communities to take responsibility for their wellbeing, build positive local relationships and to get involved and take actions for what is best for their own communities.
    Care, Safeguarding & Education - support the recovery of all age statutory and specialist services and locality based community health & care services and act as the link with the Local Authority command structures.

Health and Wellbeing - Coordinate the health and wellbeing element of the overarching recovery to COVID-19
Ensure effective local outbreak management of COVID-19

18. The RCG and work under each of the four themes brings together a range of council services alongside partners from the voluntary sector, Police, SWLEP, DWFRS, BSW CCG, Environment Agency, MoD and MHCLG. The Governance Structure is as follows:



19. The theme leads and sub groups will be chaired by the relevant directors from Wiltshire Council as follows:

Theme Leads and sub theme groups

Economy Sam Fox	Community Resilience Jess Gibbons	Care, Safeguarding & Education Lucy Townsend	Health and Wellbeing Kate Blackburn
Sub theme groups	**Sub theme groups**	**Sub theme groups**	**Sub theme groups**
• Intelligence & insight (to be integrated into wider RCG group when established) • Employment, skills & financial inclusion • Wiltshire Businesses - Support & development • Economic Partnership Forum • Place shaping (including infrastructure provision, healthy places & carbon reduction)	• Lessons learnt and impact assessment leading to potential task and finish groups covering: • Diverse & Inclusive communities • Culture, heritage and arts • Community resilience through healthy and active lives • Digital access	• Families & Children's Transformation (FACT) • Safeguarding • Adult & Health • Care Home Strategy • Partnership Redesign • Educational Outcomes	• COVID-19 Health Protection Board • LRF Testing Site group • Wiltshire MH/LD/ASD recovery • Strategic integrated health and care board • Substance Misuse • Homelessness Forum

20. The immediate actions for each of the themes is as follows:

Economy	• Undertake an Economic Impact Assessment of the Wiltshire Economy • Ensure Government funds are effectively drawn down and delivered • Review plans developed during response to inform recovery • Develop and deliver recovery plans – both sector based & place based
Community Resilience	• Undertake an assessment of the impact on Wiltshire's communities • Coordinate, network and build strong communication structures to support communities • Act as a conduit for information, networking the community and VCS activity • Collate & log community resilience issues and action or escalation.
Care, Safeguarding & Education	• Complete demand modelling to ensure system prepared • Prepare schools and children for reintegration into school once restrictions lifted & ensure interim measures in place. • Evaluate impact of integration of health and social care during response & use to inform next steps.
Health and Wellbeing	• Development and delivery of Local Outbreak Management Plan • Population health data monitoring • Ascertain relevant response elements as they merge with the new BAU

21. The Recovery Plan has been considered by the RCG at its meeting on 24 June 2020 and Cabinet are asked to endorse it with their support, noting that it may evolve further in the coming months to reflect changing circumstances as necessary.

Overview and Scrutiny Engagement

22. Overview and Scrutiny (OS) engagement on the council's response to COVID-19 and recovery is being led by OS Management Committee and its Wiltshire COVID-19 Response Task Group. Reports to Cabinet on the COVID-19 situation will receive prior scrutiny by the Task Group, with its comments being reported to Cabinet by its chairman. This report will be considered by the Task Group on 7 July 2020

Safeguarding Implications

23. Safeguarding implications have been fully considered as part of the work of on support for vulnerable people within the Community resilience Cell and will continue within the Care, Safeguarding & Education recovery theme. This includes children at risk, domestic abuse, mental health, learning disabilities, rough sleepers and substance misuse.

Public Health Implications

24. This has been referred to throughout the report.

Procurement Implications

25. A sequential approach to supplier relief has been agreed, ensuring that suppliers access central government support where possible first and work with us on an open book basis when necessary.

Equalities Impact of the Proposal

26. Work is still underway to fully understand the impact of the pandemic on those with protected characteristics. The Council has been working with partners across Wiltshire, to ensure that those most vulnerable in the community are supported through this incident. Advice has been provided to Directors on ensuring equality implications are considered as part of decisions made and in interim changes to service delivery. Recovery theme leads are also embedding use of a Health Equality Assessment Tool.

Environmental and Climate Change Considerations

27. The pandemic has had a highly disruptive effect on the economy and consequently seen a reduction in greenhouse emissions. As recovery begins, the good practice and lessons learnt on areas such as video-conferencing and alternative service delivery will be evaluated to ensure this continues where appropriate.

Risk Management

28. Risks associated with COVID-19 response have been incorporated into this report and COVID 19 related risks are owned and regularly reviewed by the Chief Executive. Where appropriate response risks have been carried over into the recovery structure.

Section 151 Officer Commentary

29. The response to the COVID-19 pandemic will have immediate and undoubtedly long lasting significant financial implications for Wiltshire's economy, communities and residents as well as the Council itself. An update on the financial implications and latest outturn is presented in a separate report.

Legal and Governance

30. The governance arrangements underpinning recovery are summarised as follows.

31. The LRF is not a legal entity in its own right, but a partnership that brings together a wide range of partner agencies to co-ordinate delivery on a multi-agency basis of the duties under the Civil Contingencies Act 2004.

32. The Recovery Plan states:

*This overarching Recovery Plan, developed by the Recovery Co-ordinating Group (RCG) will be agreed by the Local Resilience Forum (LRF), who will own the recovery plan for this major incident across the LRF footprint***.** **……***This plan covers strategic recovery in Wiltshire, the responsibility for which will be transferred from the Strategic Coordinating Group to Wiltshire Council, as chair of the RCG.*

33. The Recovery Plan further states:

Every organisation represented on the RCG will be required to put forward strategic level officers that must be able to take corporate decisions on behalf of their organisation in support of the overall RCG strategy and plan. It is therefore of paramount importance that strategic representatives are invested with the authority necessary to undertake the role provided with the necessary back up and support to ensure any undertaking given by them to the RCG is actionable and deliverable.

34. Therefore, for Wiltshire Council, it will be for Wiltshire Council representatives on the RCG to ensure that they have the necessary authority to commit the council to any actions or resources that may be agreed by the RCG as part of the overall Recovery Plan. This is a matter for the internal governance of the Council. The RCG as a collective does not have the power to direct the Council to act in any particular way or provide resources.

35. For these purposes the normal decision making arrangements of the Council will apply, as set out in the Council's Scheme of Delegation in Part 3 of the

Constitution. This means that significant policy matters will be determined by Council, Cabinet, individual Cabinet Members or Committees as appropriate and officers will make operational decisions within the Scheme of Delegation to Officers. Hence Cabinet is being asked to endorse the Recovery Plan following review by the COVID19 Task Group and the Overview and Scrutiny Management Committee. Overview and Scrutiny Select Committees will in due course be involved in reviewing and scrutinising recovery activity and decisions and Area Boards will have an important role within the community resilience theme.

36. Other representatives on the RCG will be authorised in accordance with their own organisation's governance arrangements. Where these apply across more than one organisation e.g. health and social care steps will be taken to ensure that these operate efficiently and effectively within the overall governance framework of the RCG.

37. The latest decision notices for executive decisions made by officers under delegated authority in response to the COVID-19 pandemic, including those made under emergency powers under the Council's Scheme of Delegation to Officers, are available online. The use of emergency powers remains a last resort within the criteria prescribed by full council in the constitution and, wherever possible these are taken in consultation with the Leader and the relevant Cabinet Member, with reporting to the next Cabinet meeting and publication of decision notices to ensure openness and transparency.

38. The Business and Planning Bill was laid in Parliament on 25 June 2020 and includes a range of measures to help businesses adjust to new ways of working as we move out of immediate response and lockdown into recovery. The measures support businesses to implement safer ways of working to manage the ongoing risks from COVID-19, in particular the need for social distancing. They include:

- Making it easier for premises in England serving food and drink such as bars, restaurants and pubs to seat and serve customers outdoors through temporary changes to planning procedures and alcohol licensing.
- Changes to planning law to ensure that the planning system can continue to operate effectively and support the planning and safe construction of new development following the impact of Covid-19.

Workforce Implications

39. A number of services, teams or groups of staff continue to work in COVID-19 secure workplaces which include:
    - Council owned hubs, buildings, sites or other settings
    - Respite centres, resource centres
    - Council depots
    - Places that they visit as part of their role within the community (e.g. home visits)

40. As additional teams make requests to return to workplace, a toolkit has been made available which includes a robust risk assessment process for

managers to consider the needs of their staff. The process includes input from HR, Occupational Health and Safety, Facilities Management, ICT and Public Health and a union representative. Longer term, thought is been given to appropriate staffing structures.

41. The recovery phase is likely to require unprecedented levels of orchestration and coordination during a challenging and potentially protracted recovery period. The financial risks may therefore impede or limit the ability to which the Council can resource and deliver a large scale recovery programme whilst maintaining all its other statutory services.

42. Alongside ensuring the capacity and organisational resilience to lead and support recovery is in place the Council in common with other organisations will be undertaking its own internal review and reshaping resources to align these with the post pandemic response. An internal recovery group will also assess, evaluate and review the way in which the council has operated during lockdown to embed some of the positive COVID-19 driven changes and to identify further opportunities to deliver services differently.

Conclusions

43. The Local Outbreak Management Plan and the RCG Recovery Plan represent important steps forward in our ambition to contain and mitigate the effects of the pandemic – and build back better. The Plans require the support of a range of partners and the public to ensure the successful delivery of their objectives.

Terence Herbert
Chief Executive

Report Author: David Bowater, Senior Policy Officer,
David.Bowater@wiltshire.gov.uk, 01225 713978

6th July 2020

Appendices
Recovery Plan

Background Papers

Local Outbreak Management Plan
Integrated Emergency Management Plan

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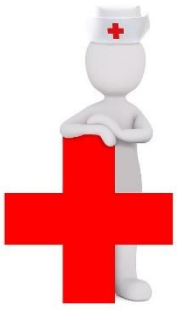
Wiltshire Council

Wiltshire Council Recovery Plan

Version 2.2

(Part Four of the Integrated Emergency Management Plan)



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1.0 Summary

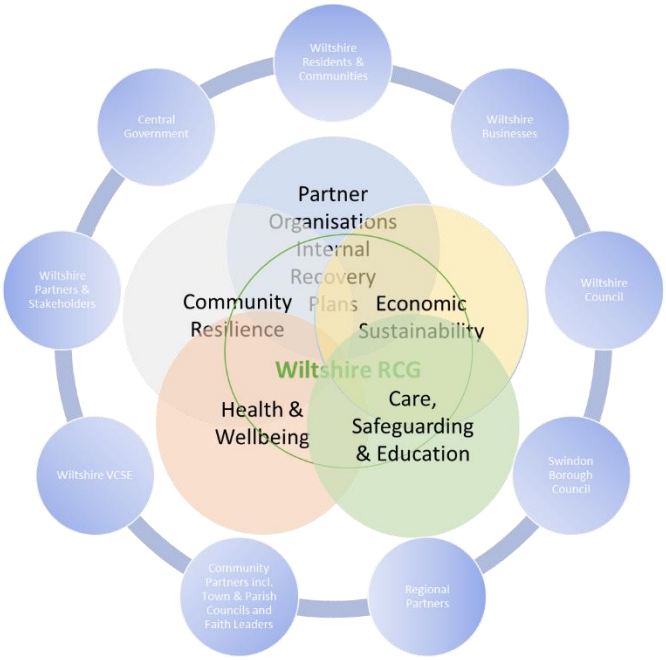
This overarching Recovery Plan, developed by the Recovery Co-ordinating Group (RCG) will be agreed by the Local Resilience Forum (LRF), who will own the recovery plan for this major incident across the LRF footprint.

Purpose	**This plan provides guidance for Wiltshire Council on how to support recovery in chairing the RCG, following the COVID-19 incident. It is anticipated that Swindon Borough Council will have a similar plan**
Background Information	Under the Civil Contingencies Act 2004, Wiltshire Council has a responsibility to chair the Recovery Coordinating Group and develop a strategic recovery plan in accordance with the local risks as identified in the Wiltshire and Swindon Local Resilience Forum Community Risk Register.
Recovery Definition	Recovery is defined as the process of rebuilding, restoring and rehabilitating the community, the public health, the economy and relevant infrastructure following the COVID-19 incident.
Aim	To enable Wiltshire agencies and partners to support local residents, communities and businesses and staff from responding organisations manage their own recovery from the incident.
Objectives	• Putting in place a framework for overseeing recovery • Concentrating resources on supporting communities to rebuild and thrive, by seeking to ensure critical infrastructure is in place, their health and wellbeing is maintained, inequalities are addressed, the economy recovers, and the environment is protected. • Deliver the requirements set out in the government's COVID-19 recovery strategy 'Our Plan to Rebuild'. • Providing information, specialist services and resources, and collaboratively working to use these to inform decision making. • To agree exit strategy criteria and timescale **Specific objectives for the Strategic recovery plan:** • Develop an approach that - ensures appropriate interventions to address inequalities and build social mobility - ensures the effects of deprivation are considered and interventions developed - enables appropriate interventions to support carbon reduction • Build a solid foundation so that Wiltshire emerges as a healthier, equitable and more sustainable place to live and work based on the experience of COVID-19 lockdown

	• Redesigns services together to ensure they are fit for purpose in post-covid Wiltshire – meeting the needs and challenges of the new normal and upcoming challenges arising from other government priorities. There will be the need to both adapt to our new circumstances and grasp the opportunities for enhancement. This will be in complete collaboration and coordination with our residents; communities, businesses and political leaders. • Provide support to the DPH with the development, coordination and delivery of the Local Outbreak Control Management Plan • Ensure vulnerable people are protected and supported to recover from the pandemic in particular emotional and mental health • Assist educational settings to support children emotionally and academically • Address the impact of poverty and disproportional impact on those on lower incomes • Develop and action, plans for safe spaces • Deliver the requirements set out in The Care Home Strategy • Secure and supply PPE to all staff in the council, schools and care homes • Work with partner organisations to lead a shift towards positive long term change in behaviours following COVID 19 • Provide confidence and support to Wiltshire businesses
Principles	• Recognising the financial constraints that public services are now operating under, we will collaborate closely, co-producing solutions with partners which are innovative and cost-effective. • Recovery that is evidence and data led with a baseline assessment and ongoing outcome based performance measures • Strong engagement with Wiltshire residents, key stakeholders, community partners, voluntary sector organisations and local businesses in the recovery plan. • A community centred approach which both reassures and enables Wiltshire's communities to build on their strengths in recovery • Ongoing liaison with Wiltshire businesses to provide confidence and support • Forward planning for communications and engagement • Monitoring of financial matters and pursuit of funding and other assistance • Strong reporting on recovery to the LRF
Scope	This plan covers strategic recovery in Wiltshire, the responsibility for which will be transferred from the Strategic Coordinating Group to Wiltshire Council, as chair of the RCG.
Links to other plans	This plan is based on the Wiltshire Council Integrated Emergency Management Plan and links to all Wiltshire Council plans, as well as relevant external plans from partner organisations.
Membership	The Recovery Coordinating Group will be chaired by Wiltshire Council's CEO Every organisation represented on the RCG will be required to put forward strategic level officers that must be able to take corporate decisions on

behalf of their organisation (or work with other VCS sector organisations to achieve this in the case of the VCS) in support of the overall RCG strategy and plan. It is therefore of paramount importance that strategic representatives are invested with the authority necessary to undertake the role provided with the necessary back up and support to ensure any undertaking given by them to the RCG is actionable and deliverable.

1.1 Organisation's Internal Recovery



This recovery will be different to any specific emergency event e.g. flooding, and touches upon all aspects of life, and therefore public sector service provision.

Every individual organisation will be undertaking their own internal reviews and reshaping their resources to align post pandemic response, and it is acknowledged that these will be subject to that organisation's own internal governance and process.

The Wiltshire Council Recovery Group is therefore included to show the interdependency the organisation has on the other themes of recovery. However, the capacity and organisational resilience to lead and support recovery, immediately following the significant and very challenging response phase should not be underestimated. The impact of the lockdown combined with the response phase has exposed the core funding basis for local government, more than any other public sector organisation, and has led to the whole sector being placed under significant financial risk with doubts over the future sustainability. This risk may therefore impede or limit the ability to which the Council can resource and deliver a large scale recovery programme whilst maintaining all its other statutory services.

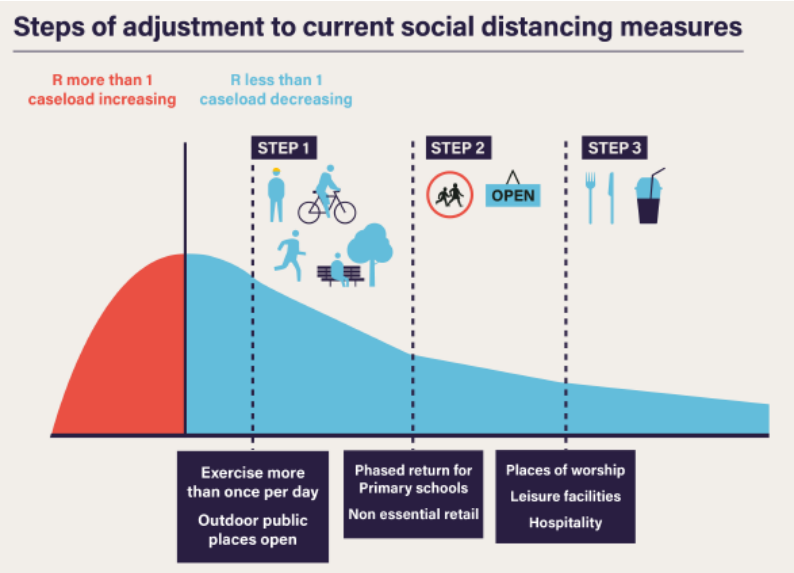
1.2 Activation

Recovery will be considered at the earliest opportunity after an incident has commenced.

The UK Government has recently published its COVID-19 recovery strategy 'Our Plan To Rebuild'. The overriding priority remains to save lives, however, to do that the government acknowledges that life will be different, at least for the foreseeable future.

Therefore, the Government's aim at the centre of this plan is to:

- Return life to as close to normal as possible, for as many people as possible, as fast and fairly as possible
- In a way that avoids a new epidemic, minimises lives lost and maximises health, economic and social outcomes



Steps of adjustment to <u>current</u> social distancing measures *As the caseload falls, different steps can be taken to adjust social distancing measures.*

Senior Officers in Wiltshire Council will be assuming responsibility for the following elements of the Government's recovery plan:

a. the supply of PPE where the Council is now required to secure and supply adequate and appropriate PPE for all staff in the council, schools and care homes;
b. the requirement of the council to provide financial support, risk assess the financial sustainability, staffing levels and access to PPE across care homes. The Care Home Strategy also puts the onus on the Council to provide cover on a 7 day a week basis, ensure there is a health offer for infection control and clinical support and provide alternate accommodation should the risk of infection warrant it.
c. The requirement of Wiltshire Council's DPH to lead the development and coordination of the delivery of the Local Outbreak Management Plan to support the new test, trace and contain service being rolled out nationally to take a place-based approach to containing the spread of infection. The aim is

to keep the virus under control through improved coordination and local community engagement.

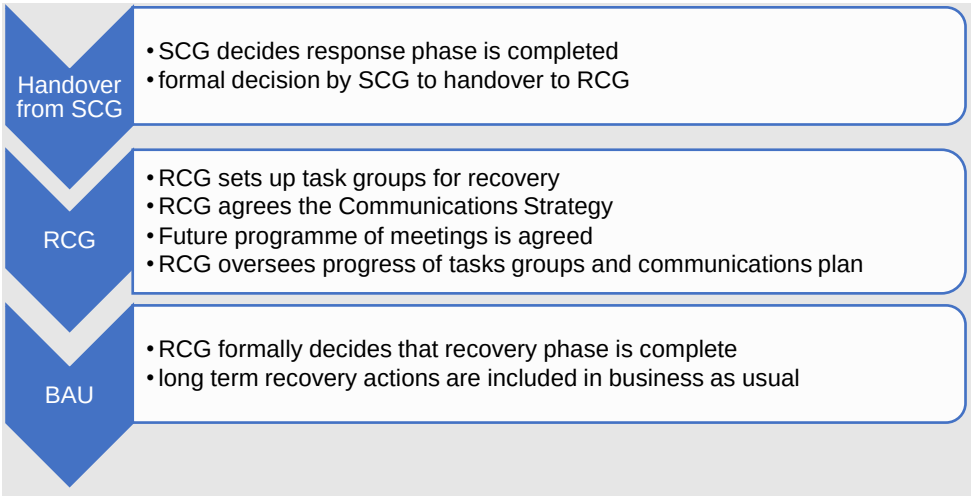
d. Review and where required ensure pandemic preparedness and response plans in anticipation of possible future waves and evaluate the resources for subsequent waves
e. To make significant changes to the road and public realm layouts to give more space to cyclists and pedestrians, both in the short term and long term. Such changes will help embed altered behaviours and demonstrate the positive effects of active travel. The objective being to consider how to use the tools in the guidance, to ensure transport networks support recovery from the COVID-19 emergency and provide a lasting legacy of greener, safer transport.

In line with the Governments plans to move to phase two by the end of May 2020, and noting the expectations now being placed on Wiltshire Council to deliver on significant elements of the plan, June 2020 is considered the appropriate date for the Shadow Recovery Coordinating Group to be stood up. An MoU will be agreed with the SCG regarding the demarcation of responsibilities between the two groups until such a time when the SCG is stood down

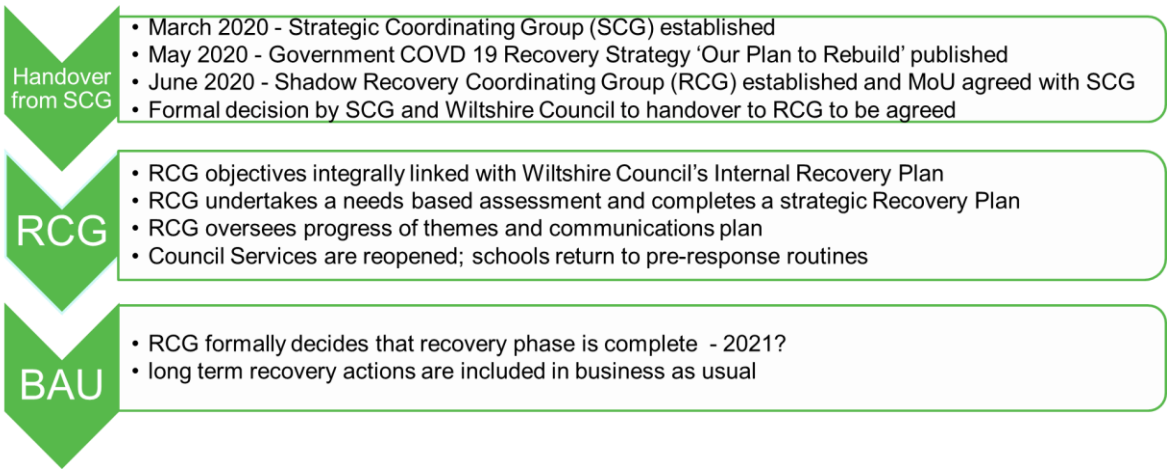
In the eventuality of a second wave later in the year and possible subsequent waves thereafter, the strategic recovery plan will be sufficiently robust to negate the requirement to revert back to response unless a further wave is of such magnitude that it is impacting on a pan Wiltshire basis and is impacting on the Local NHS's ability to manage the incident and or that there are no serious public disorder or crime prevention issues which impact on the overall strategic coordination of the recovery phase i.e. serious social unrest, including significant disruption to public services.

This plan will be informed by the steps set out above, the government's threat levels set out in the UK Road Map and aided by strong local plans for containment including local early warning systems, robust modelling and test, track and trace capabilities.

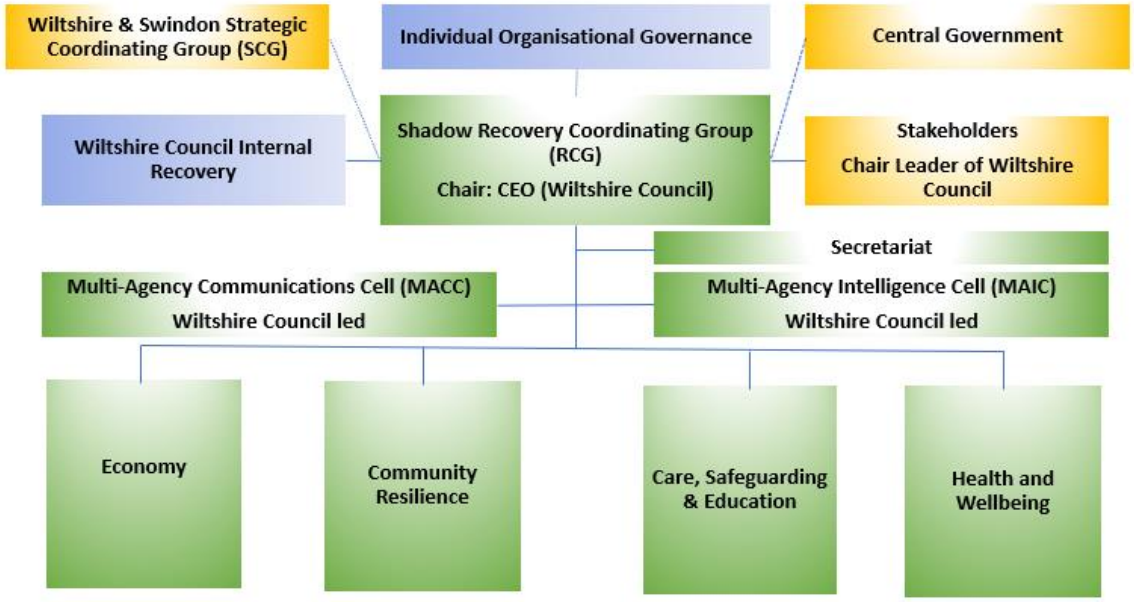
Reflecting on the uniqueness of the incident, if there is a need for strategic partners to respond to the complexities of a significant second wave, rather than reverting back to response, the ongoing recovery and response will be managed through the RCG with a Recovery Tactical Coordinating Group (RTCG) established to ensure and enable both a consistent and joint approach to recovery and any further response required. In doing so the RCG would review its membership to ensure that every organisation required is represented and that the representatives from constituent partners are of a sufficient strategic level to take corporate decisions on behalf of their organisation in support of the overall RCG strategy and plan. It is therefore of paramount importance that strategic representatives are invested with the authority necessary to undertake the role provided with the necessary back up and support to ensure any undertaking given by them to the RCG is actionable and deliverable.



2.0 Wiltshire Timeline



3.0 Recovery Structure



4.1 Action Cards

Chairperson of Recovery Coordinating Group

OBJECTIVE: To restore community, public health and wellbeing, environmental and economic resilience following the response to COVID 19.

Responsibilities

- Coordinating the Recovery from the COVID 19 pandemic
- Strategic oversight of recovery, setting objectives for the themes to establish a coherent plan
- Coordinating and enabling support to residents and communities across Wiltshire unitary authority area, seeking to address inequalities and enable social mobility
- Coordinating support and advice to the business sector and the economy
- Providing support to the education sector, care workers & key workers
- Providing support for the most vulnerable and assessment of needs undertaken
- Secure and supply PPE to all staff in the council, schools and care homes
- Oversee the delivery of the requirements set out in The Care Home Strategy (summarised section 1.2)
- Support the DPH on the development and coordination of the delivery of the Local Outbreak Management Plan to support the new test, trace and contain service being rolled out nationally to take a place-based approach to containing the spread of infection.
- Review and where required ensure pandemic preparedness and response plans in anticipation of possible future waves and evaluate the resources for subsequent waves
- Develop and action, plans to address the Department for Transport (DfT) new statutory guidance on 9 May 2020; 'Traffic Management Act 2004: network management in response to COVID-19'.
- Complete an impact needs assessment to assist in identifying gaps and determining priorities, this will be started early, resident led from the grass roots of our communities and regularly updated.
- Overseeing assessments of risks
- Take a community led placed based approach to recovery based on the Market towns, covering areas such as economic recovery / high street regeneration; community regeneration, health and community resilience, supporting those most vulnerable, schools, culture etc,
- Employee wellbeing incl. OD performance and reward, upskilling and recognition
- Policy and research national and international
- Recognition for staff involved in Response and Recovery
- Bereavement support in place for a number of families, individuals and in some cases communities in the grieving process
- Commemoration and appropriate remembrance
- Feed recovery issues into the LRF

Membership	Immediate Actions
Chair: Wiltshire Council CEO **Deputy Chair**: *TBC* **Members:** Theme Chairs and Deputy chairs: • Economy – Sam Fox • Community Resilience – Jess Gibbons • Health & Well Being – Kate Blackburn	• Confirm handover from SCG • Establish RCG structure • Consider any necessary sub-groups for each theme • Consider appropriate partners • Review Terms of Reference for RCG and themes **Information Required** • Needs based impact assessment

• Care, Safeguarding & Education – Lucy Townsend Wiltshire Council Internal Recovery – Jo Pitt and Andy Brown Legal – Ian Gibbons BSW CCG – Tracy Cox MHCLG Red – Neil Marsh VCS Partner – Margaret Firth (Community Foundation) Wiltshire & Swindon Police – ACC Debbie Smith LRF Manager – Paul Williams Dorset and Wiltshire FRS - Ian Jeary MOD – Jane Cattermull OPCC – Naji Darwish SWLEP – Paddy Bradley Environment Agency – Robbie Williams MACC chair (Shadow RCG lead) – Ceri Tocock Intelligence Cell - Kartar Singh Secretariat – David Bowater / Toby Elliot	• Situation report • Assessment of existing risks • Knowledge of community groups • Resident led assessment

Actions to consider

- Agreeing recovery objectives in these areas
  - Community Resilience
  - Public Health and Psycho-Social (including staff support)
  - Economy
  - Vulnerability and Safeguarding
- Agree principles that run through all themes including addressing inequality, creating social mobility, supporting the carbon agenda and building lasting environmental sustainability.
- Multi Agency Communications
- Collation of data and evidence including a needs-based impact assessment ensuring join up across themes
- Implement any national schemes set out by the government
- Creating sub-groups (referring to the themes above) to carry out recovery tasks
- Consider what recovery looks like in the context of place
- Inviting the most appropriate organisations to attend the RCG (internal and external) where relevant
- Opportunities to carry out long term economic regeneration
- Creating and implementing a strategy for a resident and community led approach which engages, empowers, enables and communicates with Wiltshire communities and businesses to lead their recovery
- Development of a resident led participatory approach to recovery
- Involvement of appropriate voluntary groups
- The role of Town and Parish Councils
- How to record and apportion expenditure, including managing donations
- A strategy for transitioning from recovery to business as usual
- Effective protocols for political involvement and liaison (parish, district / county / unitary and parliamentary) are established.

Resources Available	**Plans to Consider**
• Government advice and documents	National recovery guidance

• National networks i.e. ACCE; CCN • Information, intelligence & insight (including GIS mapping) • Local knowledge from partners, city, town and parish councils and community groups • Volunteer sector organisations	

Chairperson of Economic Theme

OBJECTIVE: To evaluate and understand the impact on Wiltshire's economy and environment, providing support to secure business recovery, revitalise town centres, reduce carbon emissions and support those impacted.

Responsibilities

- To assess and understand the impact on the economy in Wiltshire
- To provide support to the Wiltshire economy – both sector specific and place-based, enabling sustainable long-term recovery to take place
- To support businesses affected by the pandemic to resume safe trading and support their resilience and growth (including advice, support, comms, financial (grant schemes)
- To facilitate and deliver effective recovery as part of our place-shaping (through the provision of infrastructure, housing and employment land) embedding sustainability, resilience and growth
- Partnerships - Work with regional, national and local partnerships to influence and respond to government and external partners and ensuring government funding is effectively drawn down and delivered
- Supporting businesses across Wiltshire through liaison with external partners (Wiltshire 100, Micro and Small Traders, SWLEP, Growth Hub, Visit Wilts, FSB, Chambers etc.)
- Individuals - Employment and skills support to enable people to re-enter the workforce and promote apprenticeships. To provide support for individuals impacted by the pandemic
- Ensure that the public sector supports business recovery; local supply chain initiatives, Business Rates, financial support & administering & enacting payments

Membership	Immediate Actions
Chair: Sam Fox **Deputy Chair**: *TBC* **Members:**	• Undertake and maintain and Economic Impact Assessment of the Wiltshire Economy (using GIS)

BEIS SWLEP Visit Wiltshire Wiltshire 100 Chambers of Commerce Wiltshire College Salisbury BID DWP Citizens Advice Bureau Sector Representation Town/City Council rep Wiltshire Council Building Bridges Programme rep	• Ensure Govt funds are effectively drawn down and delivered • Confirm Theme Group membership • Confirm sub-groups & membership • Review plans developed during response to inform recovery • Develop and deliver recovery plans – both sector based (e.g. tourism, farming, bio-tech etc.) & place based (based on 18 principle towns).
	Sub Groups
	• Intelligence & insight (to be integrated into wider RCG group when established) • Employment, skills & financial inclusion • Business Support • Economy Partnership Forum • Place shaping (including infrastructure provision, healthy places & carbon reduction)
	Information Required
	• Economic Assessment • Govt. support programmes • Town Centre impact/footfall studies • Understanding of Community (including skills profile) • Resilience work programme in relation to stakeholders

Actions to consider

- To implement short term measures to safeguard jobs and businesses, and support businesses affected by the incident to resume trading safely as soon as possible while taking the opportunity to reduce environmental impact.
- To work with business support networks to gather intelligence and promote available support, including (Wiltshire 100, Micro and Small Traders, SWLEP, Growth Hub, Visit Wilts, FSB, Chambers etc.).
- Work with partners to mitigate personal hardship as a result of any economic down-turn or job loss.
- Provide an Employee Assistance Programme for those facing redundancy and draw on the learning of the Building Bridges programme
- Tackle financial exclusion through a range of initiatives including advice on benefits, affordable credit, and training for front-line workers.
- To assess the impact on the Wiltshire workforce and provide re-skilling and support for employers to ensure the workforce matches available opportunities.
- Develop 'sector support' measures to tackle the impact on sectors important to Wiltshire's Economy impacted by the pandemic: e.g. tourism, culture,

leisure, food & beverage and retail
- Develop a business improvement and innovation programme for micro and small businesses and stimulate investment in start-up, incubation, work hub and grow-on space to support new business creation
- Work with Government, Western Gateway, SWLEP etc, to influence strategies to bring in resources to support recovery and influence policy to support Wiltshire's businesses, town centres and infrastructure.
- To consider the available levers held by the Council/partners and suggest measures to stimulate economic growth; e.g. infrastructure investment (including green, electric vehicle, energy and active travel infrastructure), measures to stimulate housebuilding, inward investment, supply chain support and financial incentives (CIL, Business Rates, HIF, LGF, regional banks etc).
- Promote opportunities for economic growth, sustainability, efficiency and community resilience through low carbon and sustainability initiatives.
- To link with the Community Resilience group to support thriving communities.

Resources Available	Plans to Consider
• Partner Organisations • Local knowledge from city, town and parish councils, community groups and business infrastructure organisations • Information, intelligence & insight (including GIS mapping)	National recovery guidance https://www.gov.uk/national-recovery-guidance Development Plan Town/Regeneration Plans Local Industrial Strategy Local Energy Strategy

Chairperson of Community Resilience Theme

OBJECTIVE: To build on the Community Resilience shown in the response to COVID19 enabling Wiltshire's communities to take responsibility for their wellbeing, build positive local relationships, to get involved and act for what is best for their community.
GOAL: Thriving communities in Wiltshire, where everyone has the chance to succeed and no one gets left behind.

Responsibilities

- To take a community led approach to enable and support those affected by COVID-19 to recover.
- To use this pandemic as an opportunity to identify where any inequalities exist and actively prioritise work to reduce these inequalities going forward.
- To enable communities to build on their strengths and use their assets to recover from COVID19.
- To work in true partnership with Wiltshire's community groups, voluntary sector, Town and Parish Councils, Community Areas and Community Area Boards, to support recovery and new approaches to service devolution and delivery: making space for communities and individuals to communicate, engage and collaborate in their preferred style To be a catalyst for innovation, providing our communities with the space and freedom to test and learn from different activities and interventions to support recovery.
- Work with other Themes (including the Place-shaping subgroup to the Economy theme), to consider a community led, placed-based approach to recovery, based on the Market towns across the Wiltshire authority area.
- To connect partners in the cultural, heritage and arts sectors to our community groups

as a catalyst for community resilience.
- Enable communities to work within the space of prevention and early intervention, supporting the work of the Health and Wellbeing and Safeguarding themes.
- Enable our community groups to have a differentiated view of their communities based on their diverse characteristics and make up, helping to enable them to address inequalities, build social mobility and ensure inclusive and cohesive communities.
- Hold honest and open conversations with our communities, ensuring they feel empowered, equipped and supported to advance their own causes.
- Generate trust and confidence in our communities to return to socialising in groups and return to community spaces and places.
- Support communities to embed the principle of environmental sustainability and carbon reduction into the building of resilient communities.
- To be responsible for the activity of the Wiltshire Wellbeing Hub.

INDICATIVE OUTCOME MEASURES: Knowing and supporting your neighbour; volunteering in your community; digital access for all; celebrating diversity and difference; mentally and physically healthy lives; safe spaces for all (incl. contextual safeguarding); time and space for recreation

Membership	Immediate Actions
Chair: Director Communities & Neighbourhoods Wiltshire Council **Deputy Chairs**: **Core Membership:** Highways and Environment Housing and Commercial Digital, Data and Technology rep Learning Disabilities and Mental Health rep Public Health rep Head of Service Communities Head of Service Community Development Children's Services rep Head of Carbon Reduction Communications rep CCG Arts Council Wilts Racial Equality Council Wessex Community Action Wiltshire Community Foundation Community First Carer Support Wiltshire WALC Wiltshire Citizens Advice Housing Provider **Outcome/subject specialists:** Fire & Rescue	• Consider group membership • Identify resources for a task and finish group to undertake an assessment of the impact of COVID 19 on Wiltshire's communities at pace. • Coordinate, network and build strong communication structures to support Town and Parish Councils, voluntary and community groups and communities in recovery to COVID-19 • Act as a conduit for information, networking the community and VCS activity in response to COVID 19, linking it together to help provide a coordinated response. • Collating and logging all issues relating to community resilience and taking appropriate action either locally or via escalation. • Work with the Economy, Vulnerable People and Health and Wellbeing Themes to consider opportunities to support community resilience **Task and Finish / subgroups** Task and finish groups to be set up to support the Community Resilience theme to be outcome focused and informed by data and evidence. The first group to be set up will be **Lessons learnt and impact assessment** – this group will work with the Intel Cell and will seek to understand the impact of COVID19 on Wiltshire Communities, the needs within the communities and how communities are helping themselves to address this, seeking to understand gaps. The findings from this group will inform the structure of future focused task and finish groups. These may include outcome focused work in the following areas: - diverse and inclusive communities - arts, culture and heritage as a catalyst for knowing your neighbour and engaging in community activity

Wiltshire Police Spatial Planning Systems thinking Refugees resettlement Julian House Wiltshire Carbon Alliance Age UK Wiltshire Wiltshire Locality NHS West Wilts Multi-Faith Forum Strategic Arts Partners Wiltshire CIL Primary Care Network (Locality Chair)	- resilience through healthy and active lives (Wiltshire Council will be undertaking an internal review of leisure facilities) - digital access for all linked to Wiltshire Council internal review of libraries and community areas - Safe spaces To continue partnership work through: • The Town and Parish Clerks meeting • Place-shaping subgroup joint with the economy cell • Faith leaders meeting • Council Member briefings
	Information Required • Impact assessment • Government guidance
Actions to consider • Understanding a grass roots assessment of the impact of COVID19 on our communities. • Repurposing newly established volunteering networks • Support for VCS and changes to council commissioning process	
Resources Available	**Plans to Consider**
•	National recovery guidance https://www.gov.uk/national-recovery- guidance

Chairperson Care, Safeguarding and Education Theme

OBJECTIVE: To support the recovery of all age statutory and specialist services and locality based community health & care services and act as the link with the Local Authority command structures.

Responsibilities

Overarching Responsibilities:

- Consider the impact of poverty and disproportional impact on those on lower incomes, such as those with mental health needs or victims of abuse.
- Consider the potential for increased levels of uncertainly and insecurity for groups and individuals who have been most at risk including those vulnerable individuals living in supported care
- Ensure children and adult transformation programmes are captured in the recovery
- Harness new and positive opportunities / new ways of working
- Work with the Health theme to understand the health and well-being of children and young people and vulnerable adults
- Consider the impact of economic downturn on families
- Ensuring National Guidance is understood, appropriately cascaded and actions taken across Wiltshire

Families & Children's Transformation (FACT):

- Ensure the all age mental health needs of those impacted by the pandemic, particularly those requiring specialist services are met.
- Consider the role of the troubled families programme
- Act as point of contact and liaison with the MH&LD sector and workstream

- Plan for an increase in the Mental Health impact on the elderly and adults, including vulnerable groups as a result of a lengthy period of social isolation

Safeguarding:

- Assess the level of support required for those most vulnerable in the community based on and an anticipated increase in the cohort as a direct result of the incident and action accordingly
- Ensure support is provided to the most vulnerable in the community considering early support services at risk due to financial position
- Ensure statutory services are maintained across children and adult services.
- Work with partners to ensure safeguarding system effectively
- Assess the impact on the risk to individuals and families relating to domestic abuse and working in partnership to develop appropriate plans and recommendations to mitigate and reduce the risks with a key focus on safeguarding. inking with DA Sub-Group & SVPP
- Ensure services are fit for purpose and sustainable
- Monitor and review the impact COVID-19 has had on the wider safeguarding concerns such as the increased prevalence of a breakdown in individuals mental health, those with an LD/ASD who may be disproportionately affected and potential raise in exploitation of children and vulnerable groups.
- Ensure regular attendance of vulnerable students in employment, education or training

Adults & Health:

- Plan for increased demand following from cancelled operations and non Covid-19 emergency care during the response and the shift in behaviour during social isolation with residents not accessing health, resulting isolation, fear and anxiety.
- Plan for capacity required for a second peak. Including bedded and non-bedded capacity
- Provide consistent advice and messaging across all partners.
- Identification and coordination of (Voluntary, Charitable and Social Enterprise) VCSE resources and responses
- Support communication with providers across the Wiltshire footprint Develop an integrated Community health and social care service including a model of prevention and early help
- Focus on the mental well being and resilience of the community

Care Home Strategy:

- Responsibility for the Care homes Strategy and sustaining the Care Home market to meet the needs of Wiltshire residents
- Sustaining the care home market by ensuring appropriate financial support, risk assessing providers financial sustainability; staffing levels and access to PPE etc
- Develop and implement a 7 day a week supporting strategy to Care homes
- Ensure Health offer; infection control and clinical support
- Enact the step-up process should the risk of infection warrant
- Develop better sufficiency of provision to ensure that people can be discharged home from an acute provision

PPE:

- Consider provision of PPE for all relevant council, school and care home employees and any other future requirements.

- Maintain system in place that ensures all Council, school and Care Home (and any other future requirements) have adequate PPE.
- Securing supplies via the LRF and procuring supplies directly from the market (current provision is rated as amber due to delays in supplies being sourced and delivered and the price of supplies increasing)

Partnership Redesign:

- Build upon opportunities and developments evolved via response. This may include but is not restricted to:
- Progress the integration on Reablement and Home First
- Embed the integrated Brokerage service
- Develop an integrated commissioning service
- Implement ASC service redesign to reflect learning from the pandemic
- Delivery of a strengths based approach to adult care assessment and delivery of support that minimises need for paid for services.
- Align to Council's internal recovery

Educational Outcomes:

- Assist educational settings to support children overcoming the incident emotionally and academically
- Reduce the increased gap for vulnerable children who will have fallen further behind as a result of an extended period away from school.
- Consider school attendance issues including potential increase in home schooling & pressure on ensuring standards & safeguarding
- Consider financial challenges presented for school budgets and HNB if transformation ceases/focus shifts.
- To consider and address the immediate, medium-term and longer-term implications of educational establishments closing & consider any unintended consequences that have arisen from the closure of educational settings- including employer well-being.
- Consider the impact of NEET on September guarantee offer
- Consider whether remote learning and practices put in place during response could change approaches to support learning in the future
- Consider the impact of the suspension of public examinations and statutory assessments- appeals against exam results, participation in further education and learning.
- Work with the Economic theme to understand the skills gap and develop joint plans where required
- EY's sufficiency and resilience, likelihood of increase need with businesses closing as a result of Covid-19.
- Consider the impact on SEND processes, statutory timescales, capital projects and placements for the new academic year
- Consider the request for deferral of places for high-needs pupils and for placement extensions post-16.
- Consider the impact on transition points for children
- Consider the impact on resilience of AP providers
- Consider the impact on the delay in recruitment for September onwards
- Ensure contact obligations can be delivered through EY settings and school site purchases of traded services to support statutory functions and performance indicators.
- All education settings continue to provide a 'Good Education for All'

- Ensure education settings have the resilience and flexibility to meet the SEMH needs of pupils
- Ensure capital projects are completed to maintain an efficient supply of school places
- Maximise the use of existing programmes to support the mental health needs and resilience of vulnerable members of the community

Membership	Immediate Actions
Chair: Director of Children's Services **Deputy Chair**: *TBC – Chair of sub-group from partner agency* **Members:** Chairs of sub groups: • Children's Transformation (FACT) • SVPP • Adult & Health • Care Home Strategy • Partnership Redesign • Educational Outcomes • Police – Head of Public Protection • CCG - COO • OPCC • Chair of Vulnerable People Stakeholder Forum – Director of Families & Children & Director of Adult Social Care (LD & MH) • VCS / Youth rep tbc	• Agree membership • Agree sub-groups • Complete demand modelling to ensure system prepared • Prepare schools and children for reintegration into school once restrictions lifted & ensure interim measures in place. • Evaluate impact of integration of health and social care during response & use to inform next steps • Ascertain relevant response elements as they merge with the new BAU. • **Sub Themes** • Families & Children's Transformation (FACT) - Chair of Executive • Safeguarding - Chair of SVPP • Adult & Health – CCG COO • Care Home Strategy – Director of Commissioning • Partnership Redesign - DASS • Educational Outcomes – Director of Education & Skills Information Required • Needs assessments • Data from VP & hospital discharge and education/keyworker groups • Demand modelling

Actions to consider

Families & Children's Transformation (FACT):

- Assess the mental health impact on children with mental health needs resulting from social distancing school closures and put plans in place to address
- Assess Mental Health impact on the elderly and vulnerable groups as a result of a lengthy period of social isolation and put plans in place to address

Safeguarding:

- Determine the new Business as Usual and service configuration, noting that during the lockdown social support changed significantly
- Complete demand modelling
- Manage post lockdown surge in demand and increase in need as a direct result of the incident
- Review need for DA out of hours support
- Monitor and review the impact COVID19 has had on the wider safeguarding concerns such as the increased prevalence of a breakdown in individuals mental

health, those with an LD/ASD who may be disproportionately affected and potential raise in exploitation of children and vulnerable groups.

Adults & Health

- Continue to plan to meet increased demand and potential second peak of COVID19.
- Maximise opportunities for integration across health and social care where is benefits residents
- Create an early help offer across social care and health
- Assess and support mental wellbeing of communities
- Fair cost of care and sufficiency of care in the community to enable people to live independently

Care Home Strategy:

- Implement strategy
- Maintain adequate flow of PPE supply
- Support access to testing

PPE:

- Ensure PPE supplies are sufficient & can distributed.

Partnership Redesign:

- Review changes since response phase & evaluate impact
- Clarity on financial position/requirements
- Align activity with FACT/Whole Life Pathway

Educational Outcomes:

- Plan for schools to return to pre-response routines
- Plan for an increase in the number of vulnerable children at risk of NEET due to exam cancellation and lack of predicted grades this year which will impact on the September Guarantee.
- Address the immediate issues implications of educational establishments closing
- Prepare for all schools and year groups returning from beginning of September.

Resources Available	Plans to Consider
• Databases of vulnerable people • Local knowledge from Parish Councils and community groups and the voluntary sector	National recovery guidance https://www.gov.uk/national-recovery-guidance

Chairperson of Health & Wellbeing Theme

- **OBJECTIVE:** To coordinate the health and wellbeing element of the overarching recovery to COVID -2019 (including physical impacts, psychological impacts, community isolation and loneliness, death and bereavement)
- To ensure effective local outbreak management of COVID19

Responsibilities

- To develop and co-ordinate delivery of the Local Outbreak Management Plan to support the new test, trace and contain service to take a place-based approach to containing the spread of infection.
- Review and where required ensure pandemic preparedness and response plans in anticipation of possible future waves are robust and evaluate the resources for subsequent waves
- To understand the impact of COVID-19 on population health and to ensure updated situation monitoring and reporting from all agencies is an ongoing priority
- To provide a forum for the exchange and shared situational awareness of the impact of the pandemic on the health and wellbeing of the community and organisations supporting the response to COVID-19
- To join up the work around coordination of health monitoring and assessment of the impact of the pandemic on vulnerable individuals to support the Care, Safeguarding and Education theme
- To jointly understand and minimise the long-term effects to vulnerable individuals/establishments and the local population, identifying those at highest risk and requiring more formal intervention.
- Understand the impact on the population of alcohol consumption during the COVID-19 lockdown and working in partnership to develop appropriate plans and recommendations to reduce the impact and mitigate associated risks to reduce this.
- Assess the long-term impact on psychosocial health and welfare of a significant number of residents as a result of COVID 19 illness and lengthy period of social isolation and develop appropriate plans and recommendations. This will be done in partnership with the work of the Community Resilience theme and the Wiltshire Mental Health Recovery Group.
- Work with partners in adult and children's social care services to assess the potential for increased levels of uncertainty, insecurity and fear in those communities, groups and individuals who have been most at risk including those vulnerable individuals living in supported care.
- Assess the impact of lockdown as a result of the COVID-19 on the rough sleeper community in Wiltshire .
- To jointly understand and minimise the long-term effects (both physical and psychological) to public sector organisation staff, supporting where appropriate the health and welfare (including psychological support) of a significant number of staff from the various agencies involved in the response phase.
- Encourage stakeholders to revise their pandemic and emergency and BCP's based on lessons learned – note this will be led by LRF's through LHRP
- Work at both a national, regional and sub-regional level alongside other partners to develop approaches and plans for appropriate bereavement support for a number of families, individuals and in some cases communities in the grieving process

Membership	Immediate Actions
Chair: Director of Public Health **Deputy Chair**:	• Agree membership • Agree sub-groups • Population health data monitoring

TBC – Chair of sub-group from partner agency **Members:** Chairs of sub groups: • COVID19 Health Protection Board • LRF Testing Site Group • Wiltshire MH/LD/ASD recovery • Strategic health alliance • Substance Misuse • Homelessness Forum • Police • CCG • Fire • Prison health • VCS rep tbc	• LOMP delivery **Sub Groups** COVID19 Health Protection Board LRF Testing Site group Wiltshire MH/LD/ASD recovery Strategic integrated health and care board Substance Misuse Homelessness Forum **Information Required** • Situational updates and analysis of health impacts across the system

Actions to consider

- To ensure effective promotion of services and support to affected people and ensure that pathways exist to enable people to find the support they require
- To share and develop relevant tools that may support affected individuals
- To raise awareness of emotional reactions and appropriate responses throughout the community and especially amongst those working in primary care, secondary care and community services
- To enable the provision or signposting information to the local population – helplines / websites
- To finalise and agree the Local Outbreak Management Plan – including workforce requirements.
- To understand the impact of COVID-19 on population health which will influence a number of the themed areas, and to ensure updated situation monitoring and reporting from all agencies is an ongoing priority
- To jointly develop and implement an agreed health and wellbeing recovery strategy across Bath and North East Somerset, Swindon and Wiltshire (BSW) in response to COVID19 to enable a well-coordinated quality and needs-based response to health and wellbeing support required

Resources Available	**Plans to Consider**
• Databases of vulnerable people • Wiltshire and Swindon Humanitarian Assistance Centre Plan • SW mental health Public Health England progress with plans for bereavement	National recovery guidance https://www.gov.uk/national-recovery- guidance

Secretariat

OBJECTIVE: To support the Chair of the RCG and recovery theme chairs

Responsibilities

- To support RCG chair
- Support sub-groups in recovery
- Provide information as requested
- Oversight of robust records and archiving of
- Collation of relevant policy and research – national and international
- Coordination of intelligence through the Intelligence group
- Financial support via Wiltshire Council's Director of Finance
- Government funding schemes and initiatives have been assessed and appropriate submissions made
- Collation of lessons learnt for wider circulation and sharing
- Support the local authority in the full reinstatement of the local governance and democracy.

Membership	**Immediate Actions**
Executive Office, Programme Office, ICT, Finance, Legal, Emergency Planning, Loggists Team Member,	• Consider appropriate partners. • Consider appropriate membership of sub-group • Bring together initial actions which need addressing for the RCG
	Information Required
	• Contact details for all sub-group chairs • Situation reports • Assessment of existing risks • Knowledge of community groups

Actions to consider

- Provide support to RCG for ongoing work
- Organise room bookings
- Organise loggist support for sub-groups and RCG
- Organise secretariat support to RCG and Sub groups
- Assist with the provision of Mutual Aid
- Facilitate the initiation of daily/weekly updates from all sub-groups into a report
- Facilitate the Security Guidance to all sub-groups
- Chase actions from respective log groups
- Finance and accountancy support
- Legal and governance support

Resources Available	**Plans to Consider**
• Colleagues and partners in other organisations • Internet access	National recovery guidance https://www.gov.uk/national-recovery-guidance

Multi-Agency Communications Cell (MACC)

OBJECTIVE: to co-ordinate communications plan across all recovery groups

Responsibilities

- To develop and oversee the implementation of a comprehensive communications plan
- Oversee the communications output of all other sub-groups
- Provide reassurance that appropriate action is being taken by the RCG
- Sentiment monitoring (data led) including strong links to MAIC to understand area of cross-cutting and scenario planning
- To ensure key messages are delivered in a co-ordinated, targeted and timely manner to Strategic Leaders, the media, partners (communication and community engagement group) and the public.
- Manage the media to work together to convey the right information and messages
- Support stakeholder groups to distribute key messages, and provide information, as required.
- To reassure and communicate with the target audiences using appropriate channels e.g. media, social media, face to face, publications including localised messaging where required
- Commemoration - and consider appropriate remembrance based on advice from the RCG

Membership	**Immediate Actions**
Chair: Ceri Tocock **Deputy Chair**: *TBC* Wiltshire Council, Wiltshire Police, Dorset and Wiltshire Fire and Rescue, SWLEP, SWAST, BSW CCG, PHE, MHCLG, Acute Hospitals, VCS rep tbc Wiltshire Council CEM (representing community groups and VCS)	• Develop a structured communications strategy to ensure messages are delivered in a co-ordinated way • Provide communications support to all themes as required (all themes have a nominated comms rep) • Ensure involvement of stakeholders • Ensure consistency of message • React to negative media stories and misinformation **Information Required** • Situation report • Assessment of existing risks • Knowledge of community groups

Actions to consider

- Co-ordinate communications across all recovery groups, including attending meetings and having a representative at each theme. This will include the stakeholder group and MAIC.
- Consider longer-term strategy:
  - Key target audiences, including those both in Wiltshire and in surrounding areas
  - Key messages, focussing on public/business reassurance and rebuilding image.
  - Mechanisms to ensure cross agency working and consistency of message.
  - Develop the narrative of the impact in Wiltshire
  - Key spokespeople, both overall and for specific aspects of the recovery period.
- The communications strategy:
  - Media relations/information programme
  - Resources needed Web content/presence
  - Public information helplines
  - Publications/printed materials
  - Exhibition/display materials

- Drop in/information centres - Interpretation and translation - Public forums/meetings - Information points. - Future planning for community and businesses • Inform the following key groups: - Residents - Key business partners/employers - Staff in all agencies - Elected members - Central Government

Resources Available	Plans to Consider
• Internet access • Key partners Town and parish councils, community groups, VCS • Stakeholder group	National recovery guidance https://www.gov.uk/national-recovery- guidance Response communications plan to ensure consistency of messaging especially where response/ recovery continue to run concurrently

Multi-Agency Intelligence Cell (MAIC)

OBJECTIVE: to gather, collate, analyse and provide insight in a quick and timely way to the RCG and chairs of the themes

Responsibilities

- Work with the theme chairs to develop measurable outcomes.
- To develop and oversee a comprehensive data set linked to outcomes and as required by the RCG or theme chairs, with the assistance of designated intel leads from themes.
- Analysing and linking data to understand trends and turn into an actionable insight that will have a positive impact on the residents in Wiltshire with assistance from Military partners.
- Direct the production of analysis and reports that demonstrate clearly and concisely the answers, findings and position of the RCG and themes by using appropriate and effective data visualisation; complemented with insightful commentary, which is then useful and progressive for the RCG.
- Support the Communications Cell with Sentiment monitoring (data led)
- Support the Communities theme to ensure data is reported at a local level and assist with remodelled community impact assessments based on post COVID-19 insight.
- Working with key strategic partners such as Military, Police, Health, local business partners and the community to deliver deeper and more informed insight and analysis
- Ensuring support in relation to Performance, Risk and insight to RCG and Theme chairs.
- Advise on the analysis and interpretation of data, identify trends and test solutions, present results and put forward recommendations to support the resolution of issues and support decision making

Membership	**Immediate Actions**
Lead: Kartar Singh Wiltshire Council, Military, Wiltshire Police,	• Work with theme chairs to confirm measurable outcomes • Have designated Intel leads from themes to report into Intel cell and oversee data collation from themes

Dorset and Wiltshire Fire and Rescue, SWLEP, BSW CCG, VCS,	• Develop metrics to sit under theme outcomes to enable meaningful reporting going forward • Work with partners to see what information, data and intelligence can be offered to support outcomes.
	Information Required
	• Metrics dashboard • Situation reports • Assessment of existing risks
Actions to consider	
- Complete a needs-based assessment - Develop a new Community Impact assessment survey with Communities theme lead, taking into account post COVID-19 effects.	
Resources Available	Plans to Consider
• JSNA • Data gathered during response • Economic studies • Internet access • Data from partners • Response RA	National recovery guidance https://www.gov.uk/national-recovery- guidance

4.2 Theme Membership

RCG
Chair: Terence Herbert, CEO, Wiltshire Council **Deputy Chair**: Tracey Cox, BSW CCG **Members:** Theme Chairs and Deputy chairs: • Economy – Sam Fox • Community Resilience – Jess Gibbons • Health & Well Being – Kate Blackburn • Care, Safeguarding & Education – Lucy Townsend Wiltshire Council Internal Recovery – Jo Pitt and Andy Brown Legal – Ian Gibbons MHCLG Red – Neil Marsh VCS Partner – Margaret Firth (Community Foundation) Wiltshire & Swindon Police – ACC Debbie Smith LRF Manager – Paul Williams Dorset and Wiltshire FRS - Ian Jeary MOD – Jane Cattermull OPCC – Naji Darwish SWLEP – Paddy Bradley Environment Agency – Robbie Williams MACC chair (Shadow RCG lead) – Ceri Tocock Intelligence Cell - Kartar Singh Secretariat – David Bowater / Toby Elliot

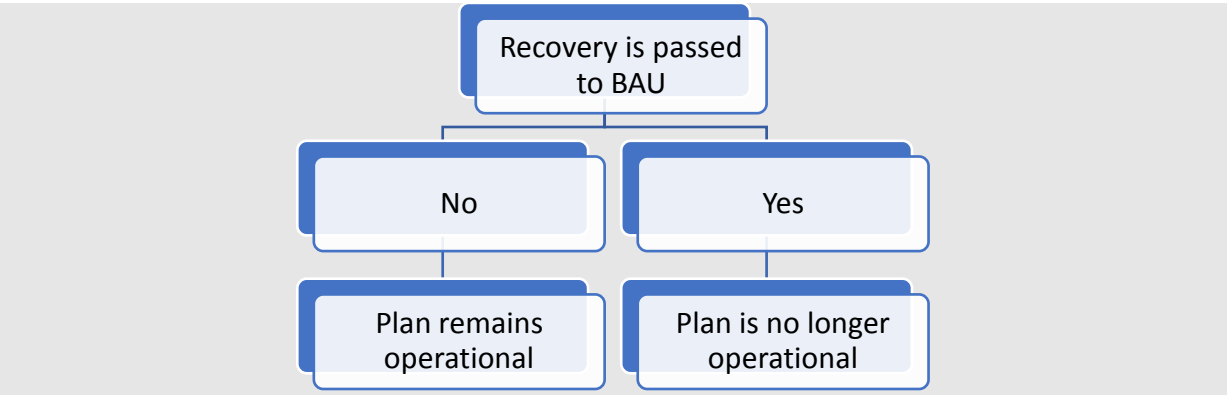
Economy	Community Resilience
Chair: Sam Fox **Deputy Chair**: *TBC* **Members:**	**Chair:** Director Communities & Neighbourhoods Wiltshire Council **Deputy Chairs**:

BEIS SWLEP Visit Wiltshire Wiltshire 100 Chambers of Commerce Wiltshire College Salisbury BID DWP Citizens Advice Bureau Sector Representation Town/City Council rep Wiltshire Council	Director Housing & Commercial Director Highways and Environment **Core Membership:** Digital, Data and Technology rep Learning Disabilities and Mental Health rep Public Health rep Head of Service Communities Head of Service Community Development Children's Services rep Head of Carbon Reduction Communications rep CCG Arts Council Wilts Racial Equality Council Wessex Community Action Wiltshire Community Foundation Community First Carer Support Wiltshire WALC Wiltshire Citizens Advice Housing Provider **Outcome/subject specialists to be engaged:** Fire & Rescue Wiltshire Police Spatial Planning Systems thinking Refugees resettlement Julian House
Multi Agency Communications Cell	**Stakeholders**
Chair: Ceri Tocock **Deputy Chair**: *TBC* Wiltshire Council, Wiltshire Police, Dorset and Wiltshire Fire and Rescue, SWLEP, SWAST, BSW CCG, PHE, MHCLG, Acute Hospitals, VCS rep tbc Wiltshire Council CEM (representing community groups and VCS)	**Chair: Philip Whitehead** **Deputy Chair:** *TBC* **Members:** MP's SWLEP Chair Multi faith group Chair VCS Rep Chamber of Commerce chair rep T&PC rep (Market Town) PCC MOD Senior Officer W&DFRS chair Wiltshire College Chair Rep from Primary and Secondary Schools chairs groups Prison

	Lord Lieutenant
Care, Safeguarding & Education	**Health & Wellbeing**
Chair: Director of Children's Services **Deputy Chair**: *TBC – Chair of sub-group from partner agency* **Members:** Chairs of sub groups: • Children's Transformation (FACT) • SVPP • Adult & Health • Care Home Strategy • Adult Care Redesign • Educational Outcomes • Police – Head of Public Protection • CCG - COO • OPCC • Chair of Vulnerable People Stakeholder Forum – Director of Families & Children & Director of Adult Social Care (LD & MH) • VCS / Youth rep tbc	**Chair: Director of Public Health** **Deputy Chair**: *TBC – Chair of sub-group from partner agency* **Members:** Chairs of sub groups: • COVID19 Health Protection Board • LRF Testing Site Group • Wiltshire MH/LD/ASD recovery • Strategic health alliance • Substance Misuse • Homelessness Forum • Police • CCG • Fire • Prison health • VCS rep tbc
Multi- Agency Intelligence Cell (MAIC)	
Chair: TBC - Wiltshire Council **Deputy Chair**: *TBC* **Members:** Wiltshire Council, Military, Wiltshire Police, Dorset and Wiltshire Fire and Rescue, SWLEP, BSW CCG, VCS	

5.0 Management

5.1 Stand-down arrangements



Stand Down Plan
The Chair of the RCG shall decide whether to transition from the Recovery phase to business as usual, taking due consideration of the views of the sub groups and community. The decision to cease the Recovery phase will be minuted at the RCG closing meeting.

Stand Down Notification
When the Recovery phase is ended, the chair of the RCG will notify both the LRF and LHRP, community leaders and all groups involved in the recovery phase.

5.2 Debrief

Hot Debrief
All staff responding to the incident should be given a hot debrief before leaving their shift in the response phase.

Internal Debrief
All internal staff that responses should be invited to feedback to and/or at the internal debrief.

Multi-agency Debrief
The information from the internal debrief should be fed into the multi-agency debrief.

5.3 Further Information

National Recovery guidance can be found at
https://www.gov.uk/national-recovery- guidance
including:

6.0 Appendices

6.1 SCG / Shadow RCG Memorandum of Understanding (MoU)

Demarcation between Response (SCG) and Shadow Recovery (RCG) draft – refer to SCG minutes from 09/06/20

Responsibility	COVID-19 Response SCG	COVID-19 Response (SCG) or (Shadow RCG)	
	Accountable lead for SCG	Accountable lead	SCG / Shadow RCG
Criminal Justice Cell	Wiltshire Criminal Justice Board	OPCC	SCG
Policing	Wiltshire Police	Wiltshire Police	SCG
Repatriation Flights	Local Authority DPH / NHS	National (FCO)	SCG
Hospital Discharge	Local Authority	Local Authority	Shadow RCG
Care Act Easements	Local Authority	Local Authority	Shadow RCG
Care Home Strategy / Plan		Local Authority	Shadow RCG
PPE – Provision of PPE for Staff of Schools and Care homes and management of emergency supply.	Wiltshire Council - Director of Adult Social Services	Local Authority – Alison Elliott (Wiltshire DASS) To lead as LRF SPOC on behalf of the two authorities.	SCG
Community Resilience Hub	Local Authority	Local Authority	Shadow RCG
Distribution of food packages	Local Authority	Local Authority	Shadow RCG
Housing and provision for Rough Sleepers		Local Authority	Shadow RCG
Safeguarding the most vulnerable	Local Authority	Local Authority	Shadow RCG
Educational Attainment and provision for critical workers and vulnerable children	Local Authority	Local Authority	Shadow RCG
To understand the impact of COVID-19 on population health and wellbeing and provide updated situation monitoring		Local Authority - Director of Public Health lead	Shadow RCG

across organisations			
Testing / Tracing	Dorset and Wiltshire F&RS currently lead (Ian Jeary)		SCG
Local Outbreak Control Plan covering 7 specific themes by end of June and subsequent delivery of		Local Authority - Director of Public Health lead	Shadow RCG
Review Pandemic Preparedness Plan		Local Authority - Director of Public Health lead in conjunction with LHRP	LRF / LHRP
Safe Spacing		Local Authority	Shadow RCG
Excess Death Plan	Wiltshire Council - Director of Highways and Environment	Local Authority - Director of Highways and Environment	SCG
Economic contact centre providing support and advice to local businesses and the distribution of government funding to businesses.		Local Authority	Shadow RCG
Reopen public services (HRC's Leisure Centres, libraries etc		Local Authority	Shadow RCG
Communications MACC	Wiltshire Police	Wiltshire Police	SCG
MAIC	Wiltshire Police	Wiltshire Police	SCG
MACA Requests	Wiltshire Police	Wiltshire Police	SCG
Assess the economic impact of COVID 19		Local Authority	Shadow RCG
Rebuild thriving communities in Wiltshire		Local Authority	Shadow RCG

Unless otherwise specified above, Local Authority means both Wiltshire Council and Swindon Borough Council

This was agreed in principle at SCG on 9 June 2020. It should be noted that it is a summary overview of the strategic themes to support the demarcation of responsibilities between Wiltshire & Swindon SCG and the Wiltshire and Swindon 'shadow' RCGs. It provides a clear audit trail around roles, responsibility and primacy of both SCG and the 'shadow' RCGs, and gives clarity of who is responsible for what at any given time. The Chairs of both 'shadow' RCGs will report in to the SCG by exception until the SCG stands down.

Wiltshire Themes for Recovery

- Economic Sustainability
- Community Resilience
- Care, Safeguarding & Education
- Health and Wellbeing
- Partners organisations & Internal Recovery plans

Swindon Themes for Recovery

- The Organisation
- Economy
- Social Care, Housing and Vulnerable Groups
- Health and Wellbeing
- Operational Services
- Education, Skills and Learning

6.2 Appendix A Template for a Recovery Action Plan

The RCG and all active Themes are to maintain an Action Plan; they will be collated for review at the RCG meeting.

To aid this review, it its recommended that:
The status / progress column is colour coded (**Red / Amber / Green**) to quickly highlight how each action is progressing. This will enable the RCG to focus on the Red and Amber actions as required.

Each action is given a Priority Rating where
E = Essential
I = Important
D = Desirable

This will assist in focussing the efforts of the numerous partner agencies that are involved in the recovery process, and will enable the RCG meetings to focus on the Essential and Important actions if time is limited

No	Date	Action	Owner	By when	Update	Priority Rating (label each action E, I or D)	Status / Progress *(insert text then colour code box Red, Amber or Green to reflect progress wth acti*

6.3 Appendix B – Glossary of Terms

CCC	Civil Contingencies Committee
BSW CCG	Bath Swindon and Wiltshire Clinical Commissioning Group
CCS	Civil Contingencies Secretariat
COBR	Cabinet Office Briefing Room
CBRNe	Chemical, Biological, Radiological, Nuclear, Explosive
Defib	Defibrillator
DPH	Director of Public Health
EA	Environment Agency
ECC	Emergency Communications Centre
FCC	Force Contact Centre
FCP	Forward Control Point
ICS	Incident Command System
IT	Information Technology
HAZMAT	Hazardous Materials
HF	High Frequency
HM	Her Majesty's
HQ	Headquarters
JESIP	Joint Emergency Services Interoperability Principles
JRLO	Joint Regional Liaison Officer
LRF	Local Resilience Forum
MACA	Military Aid to Civil Authorities
MERIT	Medical Emergency Response Incident Team
MHCLG	Ministry of Housing, Communities and Local Government
MTPAS	Mobile Telephone Privileged Access Scheme
NHS	National Health Service
PEAT	Pre-Event Assessment Teleconference
PHE	Public Health England
RAYNET	Radio Amateur Network
RCG	Recovery Coordinating Group
RED	Resilience Emergencies Division
RWG	Recovery Working Group
SAGE	Scientific Advisory Group for Emergencies
SCC	Strategic Coordinating Centre
SCG	Strategic Coordinating Group
SDI	Scale, Duration, Impact
SIO	Senior Investigating Officer

STAC	Scientific Technical Advice Cell
STEEPLE	Social, Technological, Economic, Ethical, Political, Legal, Environmental
TCG	Tactical Coordinating Group
UHF	Ultra High Frequency
VASEC	Voluntary Aid Societies
VCS	Voluntary and Community Sector

Document Location

This document is only valid on the day it was distributed. The source of this document can be found in
TO BE COMPLETED

Revision History

Revision Date	Document version	Summary of Changes
	0.1	
17.04.2020	0.2	General update of Draft

Approvals

This document requires the following approvals

Name	Date of Issue	Version
Wiltshire Recovery Coordinating Group		
Wiltshire SCG		

Wiltshire Council

Cabinet

14 July 2020

Subject: **COVID-19 Financial update and Period 2 Budget Monitoring**

Cabinet Member: **Cllr Pauline Church – Cabinet member for Finance and Procurement, and Commercial Investment**

Key Decision: **Non Key**

Executive Summary

This report advises members of the updated forecast financial impact of COVID-19 and provides an early budget monitoring forecast position at the end of Period 2 (as at 31 May 2020) for the financial year 2020/21. The report also includes the final revenue outturn position for 2019/20, revision to the capital programme deferrals agreed at the previous Cabinet meeting (June) and the formal Treasury Management Annual Report 2019/20.

COVID-19 Financial Impact

The report provides full details on the current modelling, assumptions and estimated financial impact to the Council of responding to the COVID-19 pandemic and the anticipated impact for the remainder of the 2020/21 financial year. It gives detail on the Councils submission to the Government in that set out the forecast impact on the Councils finances and sets out the conditions and timing for the necessary action to be taken to mitigate against the current forecast financial position.

Period 2 Budget Monitoring

Given the impact on the Councils finances an overall picture for the Council has been undertaken for period 2. Early budget monitoring forecasts are based on information as at 31 May 2020 and are high level at this stage due to the level of uncertainty, to assess the overall financial position across services. These confirm the position that has been previously reported to Cabinet as part of the COVID-19 financial impact and indicate that the Council is facing significant financial pressure. A more detailed review of these forecasts will be carried out and included in the quarter 1 forecasts and will be included in the financial report to Cabinet in August.

Some services have identified large variances due to additional cost pressures in year and these forecasts indicate a general fund variance, if no further action is taken, of £36.753m. This is a variance of 10.7% of the Council's net budget.

Treasury Management Annual Report 2019/20

Lastly the report provides the Treasury Management Annual Report for 2019/20, setting out the activity for the year and the Prudential Indicators. This Annual Report will be considered by Council on 21 July 2020.

Proposal

Cabinet is asked to note:

a) the final Revenue Outturn position for 2019/20 and the balance held in General Reserve and Earmarked Reserves;

b) the 2019/20 Capital Receipts Flexibilities usage for 2019/20 and delivery narrative for each project;

c) the Section 151 officer's summary of the impact of COVID-19 on the Council's 2020/21 budget and Medium-Term Financial Strategy;

d) the current budget is forecast to overspend by £36.753m by the end of the financial year;

Cabinet are asked to approve:

e) the transfer of the final revenue outturn underspend from 2019/20 financial year of £0.356m to the General Fund Reserve.

f) the £1.378m use of Capital Receipts planned for Fostering Excellence for 2021/22 to be re-directed to transform services supporting children and young people with SEN and disabilities in 2020/21 and 2021/22.

g) that the Area Board Capital Grants element of the capital programme that was deferred to 2021/22 at the previous Cabinet meeting be reversed and brought back into the 2020/21 Capital Programme.

h) to recommend to Full Council the Treasury Management Annual report 2019/20 including the Prudential Indicators.

Reason for Proposal

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

To inform Cabinet on the forecast impact upon the financial position of the Council due to COVID-19 and of the Councils overall position on the 2020/21 budget as at Period 2 (31 May 2020), including highlighting any budget changes.

Terence Herbert – Chief Executive

Wiltshire Council

Cabinet

14 July 2020

Subject:	**COVID-19 Financial Update and Period 2 Budget Monitoring 2020/21 (31 May 2020)**
Cabinet Member:	**Cllr Pauline Church – Cabinet member for Finance and Procurement, and Commercial Investment**
Key Decision:	**Non Key**

Purpose of Report

1. To provide Members with a final Revenue Outturn position for 2019/20 financial year detailing the final position on the General Fund Reserve and Earmarked Reserves and programmes funded by Capital Receipts flexibilities.

2. To provide an update on the financial impact on the Council of responding to the COVID-19 pandemic.

3. To advise Members of the Budget Monitoring position 2020/21 period 2 (31 May 2020) for the financial year 2020/21 with suggested actions as appropriate.

4. To request that the Area Board Capital Grants element of the capital programme that was deferred to 2021/22 at the previous Cabinet meeting be reversed and brought back into the 2020/21 Capital Programme.

5. To advise Members of the final Treasury Management outturn position for the financial year 2019/20, including the Prudential Indicators.

FINAL REVENUE OUTTURN POSITION - 2019/20 FINANCIAL YEAR

6. Since the provisional outturn position was reported to Cabinet at its meeting on 9 June 2020 there have been some minor adjustments to the revenue outturn position.

7. The main changes are in Waste Services where a late stock adjustment was processed for £0.074m and an adjustment for a reserve draw down in Homelessness for £0.030m. These changes, totalling £0.112m, will reduce the reported provisional underspend from £0.468m to a final underspend position of £0.356m, and subsequently the transfer to the General Fund Reserve will be adjusted accordingly.

8. Following this adjustment, as at 31 March 2020 the value of the Councils General Fund Reserve is £15.456m and the total value of Earmarked Reserves excluding schools' balances and DSG is £27.202m.

CAPITAL RECEIPTS FLEXIBILITIES 2019/20

9. The government allows Local Authorities to fund transformational activity that is designed to deliver ongoing revenue savings and/or transform service delivery to reduce costs or reduce demand for services in the future. This is known as Capital Receipts flexibilities. It is important that any Local Authority using this flexibility is transparent in reporting its plans and the individual projects that are to be funded or part funded and report the previous years' activity and whether the planned savings and/or service transformation have been or are being delivered as planned.

10. The outturn position for 2019/20 was included in the previous report to Cabinet but is included below and now also includes a narrative on each project and the delivery of benefits against the original plans.

Programme	Approval 2019/20 £m	Spend 2019/20 £m	Narrative on Outcomes
FACT Transformation	1.000	0.402	FACT is a joint programme with our partners with five driving principles: 1. Resilient communities with equal opportunity to thrive. 2. Help when you need it 3. We are Better Together 4. More time to be with Families 5. Investing in our Staff. The long term benefits of this strategic partnership are underway and ongoing.
Fostering Excellence	0.375	0.010	To develop a sufficient pool of in-house foster carers with the right skill and experience to meet the needs of our children in care population. Savings are scheduled for 21-22 however this timescale will need review once the impact of COVID if fully understood.
Early Help Support Hub	0.100	0.000	The Early Support Hub within the Integrated Front Door provides expert advice, call transfers and brokers support so families quickly find the support they need. Sharing information between partners means time with families can be maximised.
Contextual Safeguarding	0.100	0.030	Contextual safeguarding is an approach to understanding, and responding to risk to young people beyond their families, that is within the communities. The programme looks at how processes and interventions with young people and changes to environments can make young people safer. The long term benefits are that children are not at risk of exploitation.
Business Intelligence	0.100	0.119	Wiltshire Council has committed to the creation of a Business Intelligence Hub (BIH) to realise the opportunities to better exploit our management and use of data as identified by the CBIR review, commissioned in June 2019. Savings were scheduled for 2019-20 however these were not achieved.

Transport Co-Ordinator	0.070	0.000	To explore synergies and efficiencies in transport routes aligned with plans for independent living for young people.
Supporting the parents of under 1s	0.250	0.000	To set up an initial pilot service of intensive support for young parents, in particular fathers, with young babies with a view to prevent neglect and abuse, family breakdown and reduce future statutory social care intervention.
Adults Transformation Phase 2	0.764	0.387	3 pilots to move to a strengths-based professional practice, increasing customer independence and reducing reliance on expensive packages of care. 2019/20 was the first year and saw improvements with weekly staff engagement workshops, performance analysis, monitoring and reporting to programme board. The schemes are on track to deliver as expected.
Adult Social Care Transitions	0.086	0.084	Support for customers who had been waiting to transition from the Children and Young Peoples Disabilities Team (CYPDT) into the Community Team for People with Learning Disabilities (CTPLD). The scheme has achieved 96% of the expected outcomes in year 1 and year 2 will concentrate on improving the transition pathway as part of the FACT and Whole Life Pathway work.
Service Devolution & Asset Transfer	0.463	0.295	Programme of devolution of assets and services to local communities, towns and parish councils. Salisbury, Devizes, Chippenham and Pewsey have all completed, delivering £0.612 million revenue savings.
Waste Transformation	0.000	0.254	Service transformation, as part of the new Waste contracts, to deliver a materials recovery facility and a more effective method of kerbside recycling collection.
TOTAL	**3.308**	**1.581**	

11. As part of the Capital Receipts flexibilities funded programme Cabinet at its meeting in February 2020 approved a two-year principle plan for Fostering Excellence that was subject to a more detailed plan approval from CLT. CLT have approved the first year of the programme to be funded by Capital Receipts as originally anticipated and the second-year funding required for the Fostering Excellence on an 'invest to save' basis will be factored into the budget setting for 2021-22. CLT are proposing to re-direct the second year of funding of £1.378m for the Fostering Excellence scheme to fund a significant programme of transformational change required in 2020-21 around services supporting children and young people with SEN and disability and recovery plans around this in turn will positively impact the educational outcomes for the most vulnerable children as well as future levels of expenditure and mitigate the value of deficit in the DSG reserve.

FINANCIAL IMPACT OF THE COVID-19 EMERGENCY

Government Funding for the COVID-19 Emergency

12. Since the last financial report presented to Cabinet there has been one further announcement of emergency COVID-19 grant funding for Local Authorities by

the Government. The announcement was made by the Secretary of State on 2 July 2020 as a comprehensive new funding package for Councils to address coronavirus pressures and cover lost income during the pandemic.

13. It includes a further £500m nationally of non-ring-fenced grant to cover expenditure. This brings the total level of emergency funding support nationally to £3.7bn.

14. Critically for Wiltshire an additional scheme to compensate Councils for an element of lost income from services such as Car Parking was also announced. The new income loss scheme will involve a 5% deductible rate, whereby Councils will pay the first 5% of all lost planned sales, fees and charges income, with the Government compensating at a rate of 75p in every pound of loss thereafter.

15. Lastly the announcement also included a proposal to spread the impact of the losses from Council Tax and Business Rates (Collection Fund), across three years.

16. Details on individual local authority allocations have yet to be announced as well as the detail on how the income loss scheme and the collection fund deficit spread proposal will operate in detail.

17. This new announcement is now a clear indication around the Governments approach to funding and supporting Local Government during the COVID-19 pandemic. In addition to grant funding for specific activities e.g. test and trace, tranches of emergency funding have been released to ensure Councils have enough funding to avoid having to issue a section 114 notice during the financial year.

18. Due to the timing of this announcement these additional grants have not been included in the assumptions that are included in the following paragraphs.

19. Therefore, although the Council has to date received £25.542m of emergency COVID-19 funding from Government, of which £0.499m was allocated to costs and lost income in the last financial year, we are expecting a further allocation from the £500m announced.

20. In addition, we would then expect a larger amount of funding to come through from the new income loss scheme. Based on the third Ministry for Housing, Communities and Local Government (MHCLG) return to Government, detailed later in the report, the Council forecast a loss on its income from sales, fees and charges of £14.8m. Therefore, based on the high level announcement we could expect an to see funding of up to £10m through the scheme, however this should be caveated that detail has not yet been released.

21. As previously reported further revenue funding has also been received for hardship funding (£3.2m), rough sleepers (£0.015m), bus subsidy (£0.161m) and active travel (£1.135m), with the latter being a capital grant allocation.

Allocations of the funding for the 'test and trace' service have now been confirmed, and for Wiltshire Council the amount is £1.587m.

22. The Council has also submitted claims to HMRC against the furlough scheme and continue to estimate the full claims for the period March-October 2020 to be in the region of £1.3m excluding Wiltshire maintained schools. Claims against the scheme for Wiltshire maintained schools are estimated to be in region of £0.050m per month while schools were supporting Key Worker children. This funding will be passed directly to those schools.

23. In addition, the Council has received funding from the Government for which it will act as the paymaster in passporting the funding through to those that it has been intended. There have been no further announcements on the level of this funding since the last report.

24. An analysis of the total funding for Wiltshire, broken down between that which the Council has utilised to fund specific service provision and the overall financial impact as well as that funding which has been passported on e.g. to businesses.

Fund Description & National Funding	**Wiltshire Allocation**	**Wiltshire Council**	**To be Passported**
Business Grants (£12.3bn)	£108m	-	£108m
Business Rate Reliefs (£9.7bn)	£52m	-	£52m*
Emergency Funding (£3.2bn)	£25.5m	£25.5m	-
Infection Control Fund (£0.6bn)	£6.3m	-	£6.3m*
Hardship Funding (£0.5bn)	£3.2m	-	£3.2m*
Test and Trace (£0.3bn)	£1.6m	£1.6m	
Bus Subsidy (£0.2bn)	£0.2m	-	£0.2m*
Total Revenue Funding	**£196.8m**	**£27.1m**	**£169.7m**

* the asterix grant figures, together with the £27.1m funding for Wiltshire Council, and the £2.4m contribution from CCG provides the total £91.470m funding used to offset the financial impact reported to Government, as detailed below.

Modelling the Estimated Impact and Return to Government

25. Following the first two returns to MHCLG a third return was made on 19 June. Government continue to develop the return requirements to support a more consistent approach across all local authorities, however the basis of lockdown easing, assumptions on social distancing requirements remaining in some form and allowing Councils to judge and estimate impacts for the rest of the financial year remain.

26. A significant change in the third return is the presentation of estimated additional costs and reduction of income to be shown excluding compensatory grant that have been awarded for items such as infection control, test and trace, and compensatory grant for the mandated business rates reliefs that have been applied since the start of the COVID-19 emergency and any contribution from the CCG. This has the effect of presenting a higher 'gross' total financial impact with off-setting grants and income presented separately.

27. The Council has continued to refine the modelling however the drivers of the financial pressures facing the Council continue to be additional spend, lost income e.g. car parking, council tax and changes to Council plans that can no longer be delivered e.g. saving plans.

28. It should be noted that estimates at this stage still remain caveated, and whilst some are known and can be more confidently estimated e.g. lost income, others are assumptions and much depends on timescales as well as the uncertainty of fullness of impact on the economy, for businesses and individuals.

29. The underlying assumptions around income losses within the return have not changed significantly and the actual losses of income for May are in line with the original estimates.

30. At this stage the estimated total gross financial impact for the Council remains at £140m with £89m of grants from government and an estimated £2m contribution from the CCG relating to hospital discharges. With no further emergency funding announcements from government the estimated shortfall in Council finances would be £49m.

31. The table below provides a high-level summary of the third submission to Government.

	MHCLG JUNE 2020							MHCLG MAY 2020
	2019/20	2020/21					TOTAL	TOTAL
	FY TOTAL	Qtr 1	Qtr 2	Qtr 3	Qtr 4	FY TOTAL	IMPACT	IMPACT
Additional Spend	£m	£m	£m	£m	£m	£m	£m	£m
Adult Social Care	0.000	2.394	3.102	1.579	1.579	8.654	8.654	12.190
Children's Social Care	0.000	0.084	0.413	0.752	0.752	2.000	2.000	2.000
Education / Home to School Transport	0.000	0.000	1.077	3.232	3.232	7.542	7.542	7.542
Housing/Cultural/Environmental	0.053	1.047	0.642	0.462	0.519	2.670	2.722	4.685
Other (e.g. contracted relief)	0.065	1.648	1.632	1.270	1.270	5.821	5.886	3.022
Saving Plans	0.000	3.026	3.026	3.026	3.026	12.104	12.104	13.717
Test & Trace/Infection Control	0.000	2.360	3.933	0.793	0.793	7.879	7.879	0.000
Estimated Spend	**0.118**	**10.559**	**13.825**	**11.114**	**11.171**	**46.669**	**46.787**	**43.156**
Income Lost								
Council Tax / Business Rates	0.000	27.330	16.223	16.858	17.175	77.586	77.586	16.749
Highways & Transport (inc car parking)	0.081	1.990	1.340	1.000	0.663	4.993	5.074	5.405
Cultural & Related (inc Lesiure)	0.143	2.192	1.792	0.897	0.897	5.778	5.921	6.553
Planning	0.000	0.437	0.396	0.396	0.396	1.625	1.625	3.238
Other Sales, Fees and Charges	0.000	1.023	0.526	0.348	0.336	2.233	2.233	3.000
Commercial	0.000	0.072	0.072	0.072	0.072	0.288	0.288	1.157
Other (bad debt, returns)	0.000	0.075	0.075	0.000	1.000	1.150	1.150	1.150
Estimated Lost Income	**0.224**	**33.119**	**20.424**	**19.571**	**20.539**	**93.654**	**93.878**	**37.252**
Total Financial Impact	**0.342**	**43.678**	**34.249**	**30.685**	**31.711**	**140.323**	**140.665**	**80.408**

NET FINANCIAL IMPACT FOR WILTSHIRE COUNCIL	**£m**
Total Financial Impact	**140.665**
COVID Grants & Income receivable	
Passported	
Rough Sleepers	-0.015
Bus Subsidy	-0.161
Infection Control	-6.292
Hardship Grant	-3.222
Business Rates Reliefs S31 Grant	-52.251
Wiltshire Council	
Emergency COVID-19 Grant Funding	-25.542
Test & Trace	-1.587
CCG contribution	-2.400
TOTAL Grants and Income	**-91.470**
Net Financial Impact	**49.195**

32. As set out in the next steps in the report to Cabinet in May, budget monitoring was undertaken as at the end of May to provide an overall bottom line position for the Council i.e. COVID-19 impact as well as all other impacts adverse or favourable.

33. The return to Government shows the worst case scenario, part of the budget monitoring exercise has reviewed some of the assumptions on cost forecasts and then the potential mitigations that could be applied. There is a level of risk around these areas of mitigations e.g. the Councils approach to supplier relief and moving into contractual resolution, but if successful it is forecast this would reduce the financial impact that was estimated to Government by over £5m.

REVENUE BUDGET MONITORING 2020/21 – MONTH 2

34. The Council approved a net budget for 2020/21 of £344.023m at its meeting on 25 February 2020. The following paragraphs focuses on forecast outturn variances against the approved budget based on information as at 31 May 2020. These variances are subject to a level of uncertainty as described in the returns on the estimated financial impact to Government and are therefore at a high level at this stage of the year.

35. The forecasts include the previously reported financial impact of COVID-19 as per the return to Government adjusted for any proposed mitigations, and then include other variances from within the Council to provide a high-level overall position for the Council.

Revenue Budgets

36. Although the Councils has moved to a Chief Executive and an interim management structure, the reporting is shown under the old reporting hierarchy, but will be amended moving forward to reflect the new structure. The breakdown of the projected year end position by services is set out as follows:

Summary Position	**2020/21 Budget**	**Profiled Budget to date**	**Actual to date**	**Forecast for Year (before mitigation)**	**Forecast Variance**	**Variance due to COVID-19**
	£ m	**£ m**	**£ m**	**£ m**	**£ m**	**£ m**
Adult Care, Public Health & Digital	159.819	25.601	24.038	162.865	3.046	8.106
Children & Education Service	82.909	26.074	28.437	93.292	10.383	11.234
Growth, Investment & Place Service	104.804	10.842	1.991	122.477	18.153	18.681
Corporate	(3.510)	(0.498)	(47.879)	(20.452)	(16.942)	(15.775)
General Fund Total	**344.022**	**62.019**	**6.587**	**358.182**	**14.640**	**22.246**
Collection Fund losses					22.113	22.113
TOTAL	**344.022**	**62.019**	**6.587**	**358.182**	**36.753**	**44.359**

Overview of Period 2 Monitoring

37. Overall the Period 2 report identifies a potential net year end forecast overspend of £36.753m before further mitigating action. This includes the variance forecast on the Council Tax and Business Rates (the Collection Fund), although this would normally arise as a deficit in the following financial year, there is some uncertainty as, owing to its size, whether this would need to be recognised in current financial year. Ultimately this will be a deficit that the Council will need to fund.

38. The Collection Fund losses are based on assumptions of losses to the Council Tax base, additional reliefs for both Council Tax and Business Rates and losses through non-payment and recoverability.

39. Collection rates for council tax are currently down by around 0.6% on those last year and 0.9% down on the expected collection rate, although a relatively small percentage, it equates to around £3m against the size of the total expected council tax income. The expectation is that losses will rise further during the year.

40. It is not clear on the timings for section 31 grants that are paid to the Council for the additional Business Rates mandatory reliefs that have been awarded which could reduce the overall Collection Fund losses up to a maximum of £14m.

41. Details of significant variances within service areas are included below. Directors and Heads of Service are identifying compensating actions in order to offset the current forecast year end position.

ADULT SOCIAL CARE, PUBLIC HEALTH, LEGAL AND DIGITAL SERVICE

Summary Position	**2020/21 Budget**	**Profiled Budget to date**	**Actual to date**	**Projected Position for Year (before mitigation)**	**Projected Variance**	**Variance due to COVID-19**
	£ m	**£ m**	**£ m**	**£ m**	**£ m**	**£ m**
Adults 18+	47.427	7.777	6.302	50.669	3.242	5.315
Mental Health	19.013	3.675	3.351	18.071	(0.942)	0.048
Learning Disabilities	54.727	8.281	10.802	53.925	(0.802)	1.179
Adults Commissioning	23.478	4.961	0.368	24.407	0.929	0.000
Total Adults	**144.645**	**24.694**	**20.823**	**147.072**	**2.427**	**6.542**
Public Health	0.414	(1.748)	(2.978)	1.033	0.619	0.500
Information Services	10.723	1.747	4.490	10.723	0.000	0.290
Legal & Democratic	4.037	0.908	1.703	4.037	0.000	0.774

Adult Care, Public Health & Digital Service Total	**159.819**	**25.601**	**24.038**	**162.865**	**3.046**	**8.106**

Adult Social Care: Budget £144.645m – £2.427m overspend

42. Adult Social Care budgets are projecting a variance of £2.427m overspend. Without COVID-19 pressures, most notably within the 18+ service area, there would be an underspend of £4.215m, although the picture is very much complicated by current funding arrangements for hospital discharges and uncertainty on how long these arrangements will be in place for.

43. The overspends in the 18+ service area are due to current additional staffing requirements in the Reablement service to help with the Council's COVID-19 response which amount to £0.316m. In addition, there are costs of supporting the market with current extraordinary costs, and the impact of COVID on the ability of Adult Social Care to deliver its savings for the year.

44. The costs of supporting the market amount to an estimated £3.538m. This is based on the current offer to Care Homes and Domiciliary Care providers in respect of the costs of purchasing PPE, and the additional staffing costs they are currently having to meet. Just under half (47%) of the costs to date are for Personal Protective Equipment (PPE), the balance is predominantly higher staffing costs.

45. COVID-19 has had a significant impact on the ability of Adult Social Care to deliver their savings for the year. In the Adults 18+ service area, this amounts to £2.49m, the bulk of which is for Reablement.

46. Within the forecasts, care budgets across the different service headings (Adults 18+, Mental Health and Learning Disabilities) are contributing a £1.608m underspend. Domiciliary care (£4.548m) and Supported Living (£1.901m) are projected to be over spent while at the same time underspends against residential care (£1.830m), nursing care (£2.817m) and direct payments (£1.745m) are expected.

47. The Domiciliary care budget overspend will in part be due to there being a significant savings target build into the budget for delivery of savings from Reablement. Whilst some savings are still expected to be delivered from Reablement in the recovery period from COVID-19, the main focus in the early months of the year has been on the emergency response to COVID-19, impacting on the delivery of savings.

48. Admissions to residential and nursing care have significantly reduced, as all admissions to a care home for people leaving hospital have been funded through the COVID-19 response. Tragically, many COVID-19 deaths happen in care homes, so this means that deaths will have increased, and admissions reduced so it is possible these underspends will increase, subject to the comments in the above paragraphs, longer-term requirements for people accessing a reablement service. It is anticipated that the impact of COVID-19 is likely to see the trend of

moving from care home based spend to a more significant proportion of cost of care provision in peoples' own homes.

49. COVID-19 has had a significant impact on the ability of the Adult Services to deliver their savings for the year, with £3.617m considered at risk of non-delivery. There has been very little new demand for social care support, as all people leaving hospital, whether new clients, or people who are leaving hospital and returning to a care package, are having their costs met from the NHS in the short term. This broadly compensates for the undelivered savings.

50. Switching focus to Mental Health and Learning Disabilities, the underspends on care packages referred to are mostly to be seen in these service areas, £0.700m in Mental health and £0.600m in Learning Disabilities. These figures are vulnerable to price pressures, and this will be monitored closely.

51. In the Adults Commissioning budget the most significant variance is in respect of the Care Home block contracts at £0.630m; there is also a variance on the Community Contracts and Grants budget of £0.423m. These are compensated for by some staffing underspends due to some vacant posts being carried.

Public Health: Budget £0.414m – £0.619m overspend

52. There are favourable variances amounting to £0.360m in the staffing budgets for Public Health management due to a number of vacancies being carried here.

53. There is an adverse variance of £1m which reflects that the savings target built into the budget for this year is unlikely to be met as a result of focusing resources on responding to the COVID-19 pandemic.

CHILDREN & EDUCATION, COMMUNICATIONS AND HUMAN RESOURCES SERVICES

Summary Position	**2020/21 Budget**	**Profiled Budget to date**	**Actual to date**	**Projected Position for Year (before mitigation)**	**Projected Variance**	**Variance due to COVID-19**
	£ m	**£ m**	**£ m**	**£ m**	**£ m**	**£ m**
Children's Commissioning	4.380	5.956	5.420	4.320	(0.060)	0.000
Children's Social Care	52.397	6.410	7.656	56.330	3.933	5.161

School Effectiveness	3.379	1.647	1.320	3.533	0.154	0.154
SEN & Inclusion	13.711	7.892	10.744	19.282	5.571	4.593
Funding Schools	(0.005)	3.154	0.889	(0.005)	0.000	0.000
Children & Education Totals	**73.862**	**25.058**	**26.029**	**83.460**	**9.658**	**9.908**
Corporate Services	4.938	0.284	1.496	5.688	0.750	0.800
Communications	1.038	(0.019)	0.163	1.073	0.035	0.200
Human Resources & Org Development	3.071	0.751	0.749	3.071	0.000	0.326
Children & Education Service Totals	**82.909**	**26.074**	**28.437**	**93.292**	**10.383**	**11.234**

Children's Commissioning: Budget £4.380m – £(0.060)m underspend

54. Children's Commissioning have put mitigation plans in place to delay expenditure and hold vacant posts where safe and practical to do so. The forecast as a result is an underspend of £0.060m.

Children & Young People with Social Care Needs: Budget £52.397m – £3.933m overspend

55. This is a demand driven area. The Looked After Children (LAC) external placement budget is forecasting additional budget pressure due to a number of factors including increased numbers of children in our care and an increase in placement costs of residential and Independent Fostering Agency placements. The forecast also includes an assessment of latent demand as referral volumes have reduced, however referrals are likely to increase as children return to school in September. This pressure is offset by underspends in inhouse foster care and special guardianship orders. Significant effort is being put into individual case reviews and mitigating action through the LAC Placement budget monitoring project and FACT workstreams and work is ongoing in an effort to reduce the overspend by the year end, however Wiltshire's increase is in line with the national increase in social care activity and expenditure.

Education & Skills: Budget £3.379m – £0.154m overspend

56. The impact of the pandemic on schools not functioning as they would normally do extends to the amount of service being purchased from the local authority. The early estimate of reduced income is £0.154m.

SEN and Inclusion: Budget £13.711m – £5.571m overspend

57. All children with an education care and health plan (EHCP) are entitled to free school transport. The budget was increased significantly in 2020-21 to keep pace with demand, however the current forecast overspend is based around all children returning to school in September with the current social distancing measures in place.

Corporate Services: Budget £4.938m – £0.750m overspend

58. Following the decision to defer £100m of capital programmes, corporate services are unable to recharge staff to internal programmes of work. In addition, internal restructures have been paused due to COVID-19 and therefore savings have not been made as anticipated.

Human Resources & Organisational Development Services: Budget £3.071m – balanced position

59. The impact of the pandemic has resulted in a reduction in the services being delivered to external organisations and therefore a reduction in trading income is forecast. The early estimate of reduced income is £0.153m however, it is expected that this is mitigated by holding vacancies.

GROWTH, INVESTMENT & PLACE, COMMUNITIES & FINANCE SERVICES

Summary Position	2020/21 Budget	Profiled Budget to date	Actual to date	Projected Position for Year (before mitigation)	Projected Variance	Variance due to COVID-19
	£ m	£ m	£ m	£ m	£ m	£ m
Economic Development & Planning	2.757	0.238	0.509	4.270	1.513	1.782
Highways	20.198	2.801	1.450	20.449	0.251	0.251
Car Parking	(6.533)	(1.091)	0.251	(1.802)	4.731	4.731
Waste & Environment	41.898	1.696	(3.924)	42.665	0.767	0.668
Housing Services	4.174	1.287	0.893	4.174	0.000	0.366
Strategic Asset & Facilities Management	11.785	0.929	(0.729)	12.481	0.696	1.045

Libraries, Heritage & Arts	5.650	0.921	1.300	6.070	0.420	0.420
Leisure	(0.599)	(0.665)	1.294	5.067	5.666	5.666
Transport	18.101	2.244	1.022	20.930	2.829	3.181
Public Protection	1.133	0.081	0.386	1.133	0.480	0.480
Finance & Procurement	7.040	2.341	2.610	6.540	(0.500)	0.133
Revenues & Benefits - Subsidy	(0.800)	0.060	(3.071)	0.500	1.300	0.000
Growth, Investment & Place Service Totals	**104.804**	**10.842**	**1.991**	**122.477**	**18.153**	**18.681**

Economic Development & Planning: Budget £2.757m - £1.513m overspend

60. Economic Development & Planning is forecasting a £1.513m overspend, this is predominantly due to forecast underachievement on income in the Enterprise Centres, Development Management, Building Control and Local Land Charges from the impact of COVID-19. The total Income Budget across these areas total £7.314m, so this equates to an average loss of income of 21% for the year.

61. The Enterprise Centres offered businesses a two month rental holiday in April and May and a one month rent deferral in June in response to COVID-19. Projecting forward it is forecast that 40% of income will be lost over the rest of the year.

62. Development Management, Building Control and Local Land Charges are more difficult to forecast, across the board there was a 42% loss of income in April and May compared to prorated budget. Forecasting forward it is assumed there will be a 20% loss of income over the remainder of the year but this will be monitored closely as the impact of the furlough scheme, further restrictions and business failures come to light over time.

Highways: Budget £20.198m - £0.251m overspend

63. Highways are reporting £0.251m overspend, this is predominantly due to forecast underachievement of income in Development Control fees due to the impact of COVID-19. The total income budget for the year is of £0.820m, like Planning this budget is difficult to forecast, there was a 90% loss of income for April and May compared to prorated budget. Forecasting forward it is assumed there will be a 10% loss of income over the remainder of the year.

Car Parking: Budget £(6.533)m - £4.731m overspend

64. Car Parking is forecasting a £4.731m overspend and this is predominantly from underachievement of income after netting off any known saving efficiencies due to the impact of COVID-19.

65. On the 25 March 2020 the Government gave critical key workers the use of all council parking without time restriction or charge. On the 27th March 2020 Wiltshire Council went further, suspending all parking charges for parking including residential areas. All valid parking permits and season tickets were frozen at that time.

66. Charges were reintroduced from the 1st June 2020. However due to lockdown and the easing of social distancing it is forecast that income will continue to be affected. There was a 96% loss of income across April and May, totalling £1.346 million, and projecting forward it is assumed there will be a 50% loss of income over the reminder of the year in parking and a 25% loss of income on season tickets.

Waste & Environment Budget £41.898m - £0.767m overspend

67. Waste and Environment are forecasting a £0.767m overspend, this is predominantly due to a forecast underachievement of income.

68. The Council receives a share of the income from the sale of recyclable materials managed under the waste contracts. Though often volatile, UK and worldwide markets for key materials such as paper and cardboard have been in decline for several months. The continued reduction in material prices has prompted a significant re-assessment of the level of income forecast for 2020/2021 and this is now forecast to be £0.549m underachieved. Although the overall tonnage of recyclables at the kerbside has increased during the lockdown period, the low materials value has had a detrimental effect on the forecast income. The closure of two HRCs due to COVID-19 has also reduced the overall tonnage recyclable materials managed and sold on for reprocessing under the Lot 1 contract.

69. A forecast underachievement of £0.173m has been entered for Garden Waste based on a forecast 5% reduction/delay in sign up in response to COVID-19.

70. These overspend variances are being offset by £0.181m of efficiencies that are currently forecast across the other Waste contracts.

71. In addition, income for Markets, Fairs and Taxi Licencing are also forecast to be underachieved by £0.226m due to COVID-19.

72. The Waste contract financial models for Waste Collection, the Management of Recycling and Transfer and Household Recycling Centres are still to be finalised and prior year interim solution accounts reconciled. There is therefore a risk that

forecasts could change because of these updates. The Budget is based on the Councils contractual and anticipated update position.

73. Waste contractors are having to manage the impacts of COVID-19 which has seen increased tonnages and operational issues as staff have been shielding or self-isolating, indicative figures suggest this could be circa £0.510m. HRCs have had to implement new measures to re-open which has meant increased costs for traffic management and new processes forecast at £0.070m. These costs are reported in the COVID-19 section of Budget monitoring.

Strategic Asset & Facilities Management Budget £11.785m - £0.696m overspend

74. Strategic Asset & Facilities Management is projecting an overspend of £0.696m. This is forecast as a result of COVID-19.

75. The service is forecasting additional costs of £0.507m for cleaning and materials for additional measures to reopen building and return to work. This is being offset by a maintenance saving of £(0.187)m and a utilities saving of £(0.231)m from buildings being closed April to June.

76. Savings targets in relation to additional income from occupation of Council Buildings are forecast not to be achieved at £0.250m and operational costs for Wilton Highways Depot £0.050m.

77. In addition, it is forecast that there will be loss of income of £0.306m on the commercial estate, this is based on a forecast of 10% loss for those income streams that the service forecast could be affected.

Libraries, Heritage & Arts: Budget £5.650m – Variance £0.420m overspend

78. Libraries Heritage and Arts are forecasting £0.420m overspend. This is predominantly from loss of income from Libraries and City Hall being closed in April and May and forecast to remain closed until the end of September, with City Hall not forecast to open until Jan 2021. This forecast is after accounting for Furlough grant. Savings targets in relation to review of Libraries £0.157m are forecast not to be delivered due COVID-19 causing a delay to planning and consultation.

Leisure: Budget £(0.599)m – Variance £5.666m overspend

79. The overspend in Leisure is predominantly from loss of income from the Leisure centres being closed April and May and forecast to remain closed until the end of September and from non-delivery of savings targets as a result of delay due to COVID-19.

80. This forecast is after accounting for Furlough grant, savings from service not operating and includes estimated costs for additional measures around cleaning and hygiene supplies required to reopen in October. There is an assumption going forward that income will be underachieved by 40% once centres are reopened due to following social distancing measures and loss of memberships.

Transport: Budget £18.101m – Variance £2.829m overspend

81. Transport are forecasting £2.829m overspend. This forecast is based on implementing social distancing measures on mainstream Education transport from September at a forecast cost of £3.042m. This is being offset by £0.213m efficiency savings that have bene identified in the budget.

Public Protection: Budget £1.133m – Variance £0.480m overspend

82. Public Protection are forecasting £0.480m overspend. This is predominantly from loss of income from traded services.

Finance & Procurement: Budget £7.040m – Variance £(0.500)m underspend

83. The forecast underspend in the Finance & Procurement service is mainly due to the number of vacancies being held and not recruited to.

Revenues and Benefits Subsidy: Budget £(0.800)m – Variance £1.300m overspend

84. The variance in Revenues and Benefits is due to the estimated decrease in Housing Benefit overpayment income.

CORPORATE EXPENDITURE

Summary Position	**2020/21 Budget**	**Profiled Budget to date**	**Actual to date**	**Projected Position for Year (before mitigation)**	**Projected Variance**	**Variance due to COVID-19**
	£ m	**£ m**	**£ m**	**£ m**	**£ m**	**£ m**
Corporate Directors	1.249	0.333	0.377	1.449	0.200	0.500
Members	2.231	0.370	0.350	2.231	0.000	0.000
Movement on Reserves	(0.674)	(0.674)	0.000	(0.674)	0.000	0.000
Capital Financing	23.148	(0.142)	(0.165)	23.148	0.000	0.000

Restructure & Contingency	5.940	6.248	0.090	6.565	0.625	0.625
General Government Grants	(41.029)	(7.826)	(16.791)	(41.029)	0.000	0.000
Corporate Levies	5.625	1.193	6.075	6.875	0.250	1.150
Direct COVID Cell cost	0.000	0.000	3.043	6.026	6.026	6.993
COVID Grants	0.000	0.000	(40.859)	(25.043)	(25.043)	(25.043)
Corporate Totals	**(3.510)**	**(0.498)**	**(47.789)**	**(20.452)**	**(16.942)**	**(15.775)**

Restructure & Contingency: Budget £5.940m – £0.625m overspend

85. Restructure & Contingency is projecting an overspend of £0.625m. This is due to the current assessment of risk of undeliverability of some cross-cutting savings. As the year progresses it will become clearer what scope there is to deliver these savings.

COVID-19 Direct costs & COVID-19 Grants: Budget £0 – £(19.007)m underspend

86. The costs reported under the COVID-19 line are costs incurred as a direct result of COVID-19 and where actuals or forecasts can be assessed directly. They include the costs of PPE, additional cleaning to open Buildings safely, additional IT costs to improve and facilitate working from home, the setting up of a temporary morgue, the direct additional costs of reopening HRC's for example traffic management and new processes, Waste collection contractor costs in relation to increased agency and overtime in managing operations while staff are self-isolating/shielding and increased tonnages, setting up and supplies for the Wiltshire Wellbeing Hub providing emergency food parcels and supplies to the most vulnerable, supporting adult care providers. These direct costs are off-set by the COVID-19 emergency funding received to date of £25.542m less the amount allocate for the costs in 2019/20. This underspend is required to off-set the pressures forecast in services.

Dedicated Schools Grant – Total Grant £351.082m - £9.071m overspend

87. The variance for DSG is a £9.071 million overspend. This is driven by demand from parents and schools for support for vulnerable children with SEN & disability. This is reflected in increased numbers of education health and care plans (EHCP) which rose by 12% from April 2019 to March 2020.

88. The overspend is aligned with the national picture for many other local authorities and the Government's acknowledgement of this is the additional funding for the

2020/21 high needs block of £680million with £100 million DfE contingency budget. This will come someway to alleviating the pressure for future years it will not however, assist with current or previous years overspends. Lobbying continues to request support and additional funding at national level.

89. The dedicated schools grant (DSG) is ringfenced and is separate to local authority budget. Any underspend or overspend is also ringfenced. At the end of the financial year, the DSG reserve has a deficit of £11.376 million. The local authority has a 10-year recovery plan centred around inclusion which is being implemented in partnership with schools however the deficit lies with Wiltshire Council whilst the recovery plan is delivered. Additional funding is key to meeting the needs of Wiltshire pupils.

CAPITAL PROGRAMME 2020/21 REVIEW

90. At its meeting on 9 June 2020 Cabinet approved the deferral of £101.683m of capital schemes from the 2020/21 Capital Programme. It is requested that the Area Boards Grant scheme with an approval of £0.881m be brought back into the programme for 2020/21 so that Capital Grants can be awarded to provide additional capacity to support communities during the recovery stage of the Covid-19 pandemic.

TREASURY MANAGEMENT OUTTURN POSITION 2019/20

91. The Treasury Management Strategy approved by Council at its meeting on 5 February 2019 requires an Annual Outturn Report to be reported to Council. This report sets out the Annual Outturn Report in Appendix B and details the treasury management activities for the year.

92. The continuation of the policy to finance capital expenditure through maximising the use of capital receipts, capital grants and internal borrowing. Overall external borrowing was minimised and an under-borrowed position of £153.874m which has avoided external interest costs in the order of £2.735m.

93. Against budget, there was a net underspend in respect of the net position on interest receivable/payable of £0.345m. This has been accounted for in the overall revenue outturn position for 2019/2020 reported to Cabinet at its meeting on 9 June 2020. No performance indicators were breach during 2019/20.

Overall Conclusions

94. The financial position facing the Council still represents a significant risk and threat to the continuation of the Council in its current form, however the recent announcement of further funding and scheme to cover irrecoverable income means that the Council has time to be able to plan ahead for recovery and financial resilience.

95. However it is likely that further support will still be required from Government in the longer term, to ensure the Council is on a sure financial footing, to enable it to undertake its role in leading the recovery process.

Implications

96. This report informs Members' decision making.

Overview & Scrutiny Engagement

97. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position.

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities and diversity impact of the proposals

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

Environmental and Climate Change Considerations

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

Risks Assessment

103. If the Council fails to take actions to address forecast shortfalls, overspends or increases in its costs it will need to draw on reserves. The level of reserves is limited and a one-off resource that cannot be used as a long term sustainable strategy for financial stability.

104. Ongoing budget monitoring and management, of which this report forms part of the control environment, is a mitigating process to ensure early identification and action is taken.

Financial implications – Section 151 Officer Commentary

105. The Councils overall forecast position for the year is a £36.753m overspend. However, this was before the announcement by the Government on additional funding and support on 2 July.

106. It should be noted that for completeness the forecast includes the estimated impact of the losses on the Collection Fund, although due to the timing mechanism of the collection fund the Council would not have to normally deal with that deficit until setting the 2021/22 budget.

107. There is some uncertainty, owing to the size of the collection fund loss at over £22m, whether this will need to be recognised in year, and therefore for transparency on the scale of the financial impact to the Council and that ultimately the deficit will have to be funded, this has been included.

108. However, this position will be greatly improved with the recent announcement by the Government on a comprehensive new funding package. Although the details on allocations are yet to be announced, the new funding together with the level of Council General Fund reserves, now standing at £15.4m, as well as the availability of earmarked reserves is likely to mean that the current forecast position for this financial year would now no longer completely exhaust all reserves held to deal with financial shocks, and therefore, for now, no longer represents a potential section 114 notice situation.

109. The Council should be under no illusion though that difficult decisions will still be required moving into the setting of the 2021/22 budget, particularly given the size of the collection fund loss, but also the erosion to the Councils base level of funding and income streams and the almost inevitable latent demand for services that will come through. There is also still a high degree on the level of uncertainty that remains on forecasts for costs and income, as well as the unknown scale of future demands on Council services.

110. Therefore, owing to the scale of the overall financial position steps action needs to be undertaken now. The Corporate Leadership Team (CLT) have taken immediate steps around curtailing spending, and these measures have been implemented with effect from July.

111. These include spending controls and the cessation of spending on certain categories of non-essential spend e.g. consultants, training, and where that spend should continue an exception process through to CLT. In addition, an external recruitment freeze has also been implemented, again with exceptions for essential statutory, technical or professional roles being approved by CLT.

112. Given the announcement on 2 July 2020 and current lack of detail of the financial impact for Wiltshire Council, I will consider the position during the outcome of the quarter one detailed budget monitoring which will then reflect the spending controls that have been implemented.

113. It is intended that any revisions required to the in year budget will be reported to Cabinet in September, these will be in a similar form to the mitigations and actions that have been undertaken in previous years when an overspend has been reported. Clearly given the scale of the overspend, some of these actions will be key decisions and may require consultation.

Legal Implications

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

Proposals

115. Cabinet is asked to note:

a) the final Revenue Outturn position for 2019/20 and the balance held in General Reserve and Earmarked Reserves;

b) the 2019/20 Capital Receipts Flexibilities usage for 2019/20 and delivery narrative for each project;

c) the Section 151 officer's summary of the impact of COVID-19 on the Council's 2020/21 budget and Medium-Term Financial Strategy;

d) the current budget is forecast to overspend by £36.753m by the end of the financial year;

Cabinet are asked to approve:

e) approve the transfer of the final revenue outturn underspend from 2019/20 financial year of £0.356m to General Reserve.

f) the £1.378m use of Capital Receipts planned for Fostering Excellence for 2021/22 to be re-directed to transform services supporting children and young people with SEN and disabilities in 2020/21 and 2021/22.

g) that the Area Board Capital Grants element of the capital programme that was deferred to 2021/22 at the previous Cabinet meeting be reversed and brought back into the 2020/21 Capital Programme.

h) to recommend to Full Council the Treasury Management Annual Report 2019/20

Reasons for Proposals

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

Background Papers and Consultation

None

Contact Name:
Andy Brown, Director – Finance and Procurement,
andy.brown@wiltshire.gov.uk

Report Authors: Lizzie Watkin, Head of Corporate Finance & Deputy 151

Appendix:
Appendix A: Treasury Management Annual Report 2019/20

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Appendix A: Treasury Management Annual Report 2019/20

Wiltshire Council

Cabinet

14 July 2020

Subject: **Treasury Management Outturn Report 2019/2020**

Cabinet member: **Cllr Pauline Church – Cabinet member for Finance and Procurement, and Commercial Investment**

Key Decision: **Non Key**

Executive Summary

The Council has adopted a Treasury Management Strategy and an Annual Investment Strategy for 2019/2020 at its meeting on 5 February 2019.

The Treasury Management Strategy requires an Annual Outturn Report reviewing the Treasury Management activities for the year. This report covers the period from 1 April 2019 to 31 March 2020.

The Council has continued to finance capital expenditure through maximising the use of capital receipts, capital grants and internal borrowing.

Overall, the Council is under borrowed by £153.874 million. This has avoided the Council having to pay out external interest costs in the order of £2.735 million. This under borrowed position is factored into the revenue budget. Against budget, there is a net underspend in respect of the net position on interest receivable/payable of £0.345 million. This has been accounted for in the overall revenue outturn position for 2019/2020 reported to Cabinet at its meeting on 9 June 2020.

The Council did not breach any of its performance indicators during 2019/2020.

Proposals

Cabinet is requested to:

a) Note that the contents of this report are in line with the Treasury Management Strategy 2019/2020.

Reasons for Proposals

To give members an opportunity to consider the performance of the Council against the parameters set out in the approved Treasury Management Strategy for 2019/2020.

Terence Herbert – Chief Executive Wiltshire Council

Cabinet

14 July 2020

Subject: **Treasury Management Outturn Report 2019/2020**

Cabinet member: **Cllr Pauline Church – Cabinet member for Finance and Procurement, and Commercial Investment**

Key Decision: **Non Key**

PURPOSE OF REPORT

1. The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2019/2020. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

2. During 2019/2020 the minimum reporting requirements were that the Council should receive the following reports,

    - an annual treasury strategy in advance of the year (05/02/2019)
    - a mid-year treasury update report (19/11/2019)
    - an annual review following the end of the year describing the activity compared to the strategy (this report)

3. The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

4. This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports before they were reported to full Council.

5. This report summarises the following,

    - Capital activity during the year;
    - Impact of this activity on the Council's underlying indebtedness, (the Capital Financing Requirement);
    - The actual prudential and treasury indicators;

- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on the investment balances;
- Summary of interest rate movements in the year;
- Detailed debt activity;
- Detailed investment activity.

Overall Treasury Position

6. During 2019/2020, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows,

Prudential and Treasury Indicators	2018/2019 Actual £ million	2019/2020 Original £ million	2019/2020 Actual £ million
Capital Expenditure			
General Fund	91.308	156.991	97.407
HRA	14.980	15.944	12.558
Total	**106.288**	**172.935**	**109.965**
Capital Financing Requirement			
General Fund	402.120	466.056	418.361
HRA	119.865	123.122	115.121
Total	**521.985**	**589.178**	**533.482**
Gross Borrowing	343.123	366.455	335.123
External Debt	343.323	366.475	335.143
PFI Liability	48.066	45.920	44.485
Over/(under) borrowing	**(130.796)**	**(176.803)**	**(153.874)**
Investments			
Longer than one year	0.000	0.000	0.000
Under one year	101.913	66.203	79.519
Total	**101.913**	**66.203**	**79.519**
Net Borrowing	**241.210**	**300.252**	**255.604**

7. Other prudential and treasury indicators are to be found in the main body of the report.

8. The financial year 2019/2020 continued the challenging investment environment of previous years, namely low investment returns.

9. The Council undertakes capital expenditure on long term assets. These activities may either be,
   - Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions) which has no resultant impact on the Council's borrowing need; or,
   - If insufficient funding is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

10. The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

General Fund	2018/2019 Actual £ million	2019/2020 Original Budget £ million	2019/2020 Actual £ million
Capital expenditure	91.308	156.991	97.407
Financed in year	89.281	78.058	63.539
Unfinanced Capital Expenditure	**2.027**	**78.933**	**33.868**

HRA	2018/2019 Actual £ million	2019/2020 Original Budget £ million	2019/2020 Actual £ million
Capital expenditure	14.980	15.944	12.558
Financed in year	14.980	12.687	12.558
Unfinanced Capital Expenditure	**0.000**	**3.257**	**0.000**

The Council's Overall Borrowing Need

11. The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2019/2020 unfinanced capital expenditure (see above table) and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

12. Part of the Councils treasury activities is to address the funding requirements for this borrowing need. Depending on the capital programme, the treasury team organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government through the Public Works Loans Board, or the money markets), or utilising temporary cash resources within the Council.

The Capital Financing Requirement (CFR)

13. The Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA) borrowing need. There is no statutory requirement to reduce the HRA CFR. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

14. The total CFR can also be reduced by,

- The application of additional capital financing resources, such as unapplied capital receipts; or,
- Charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP)

15. The Council's 2019/2020 MRP Policy (as required by the MHCLG Guidance) was approved as part of the Treasury Management Strategy Statement on 5 February 2019.

16. The Councils CFR for the year is shown below and represents a key prudential indicator. It includes PFI and leasing schemes on the balance sheet., which increases the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract.

	2019/2020 Estimate £ million	**2019/2020 Actual £ million**
CFR – General Fund	466.056	418.361
CFR – HRA	123.122	115.121
Total CFR	**589.178**	**533.482**
Movement in CFR (from 2018/2019)	**38.207**	**11.498**
Represented by		
Net Financing Need (General Fund)	78.933	33.868
Net Financing Need (HRA)	3.257	0.000
Total Net Financing Need	**82.190**	**33.868**
Less MRP/VRP	(12.088)	(10.789)
Less Other Long Term Liabilities (PFI)	(2.895)	(3.581)
Less Other Financing Movements	(29.000)	(8.000)
Movement in CFR	**38.207**	**11.498**

17. Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR and by the authorised limit.

Gross Borrowing and the CFR

18. In order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the CFR in the preceding year (2018/2019) plus the estimates of any additional capital financing requirement for the current (2019/2020) and the next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure.

19. This indicator would allow the Council some flexibility to borrow in advance of its immediate capital needs in 2019/2020.

20. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator. Following on from the under/over funding of the CFR, the table also details the Council's under borrowing position.

	2018/2019 Actual £ million	2019/2020 Budget £ million	2019/2020 Actual £ million
Gross borrowing position	343.123	366.455	335.123
CFR	521.985	589.178	533.482
(Under)/over funding of CFR	**(178.862)**	**(222.723)**	**(198.359)**
PFI Liability	48.066	45.920	44.485
(Under)/Over Borrowing	**(130.796)**	**(176.803)**	**(153.874)**

21. To illustrate the benefit of having an under borrowed position: if the Council was to externally borrow £153.874 million (over 25 years at current PWLB rate of 2.68%), this would result in external annual interest costs in the order of £4.124 million. The interest foregone on the use of internal funds would be £1.389 million (based on current average interest rate of 0.90% as at 31/03/2020. This produces a benefit of £2.735 million.

Authorised Limit

22. The authorised limit is the affordable borrowing limit required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2019/2020 the Council has maintained gross borrowing within its authorised limit.

Operational Boundary

23. The operational boundary is the expected borrowing position of the Council during the year. Periods when the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

Actual Financing Costs as a Proportion of Net Revenue Stream

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

	2019/2020 £ million
Authorised Limit	624.497
Maximum Gross Borrowing Position during the year	343.123
Operational Boundary	612.273
Average Gross Borrowing Position	343.057
Financing Costs as a Proportion of Net Revenue Stream – GF	5.77%
Financing Costs as a Proportion of Net Revenue Stream – HRA	13.88%

Treasury Position as at 31 March 2020

25. The Council's treasury management debt and investment position is organised by the treasury management team (within the Accountancy Team), in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices.

26. At the end of 2019/2020 the Council's treasury position is as follows,

	31 March 2019			31 March 2020		
Debt Portfolio	**Principal £ million**	**Rate/ Return %**	**Average Life Years**	**Principal £ million**	**Rate/ Return %**	**Average Life Years**
Fixed Rate Funding						
PWLB	282.123	3.62	20.15	274.123	3.60	19.39
Market	61.000	4.37	39.57	61.000	4.37	38.57
Variable Rate Funding						
PWLB	0.000	0.00	0.00	0.000	0.00	0.00
Market	0.000	0.00	0.00	0.000	0.00	0.00
Total Debt	**343.123**	**3.76**	**21.89**	**335.123**	**3.74**	**21.13**
CFR	521.985			533.482		
PFI Liability	48.066			44.485		
Over/(Under) Borrowing	**(130.796)**			**(153.874)**		
Total Investments	101.913	0.97	0.53	79.519	0.90	0.42
Net Debt	**241.210**			**255.604**		

27. The maturity structure of the debt portfolio (in terms of percentages and absolute values) was as follows,

	31 March 2019 Actual £ million	2019/2020 Original Limits £ million	31 March 2020 Actual £ million
Under 12 months	42.000	91.614	40.000
12 months and within 2 years	10.000	91.614	14.000
2 years and within years	28.000	164.905	28.000
5 years and within 10 years	50.123	274.841	49.123
10 years and above	213.000	366.455	204.000
	343.123		**335.123**

	2019/2020 Authorised Limits %		31 March 2020 Actual %	
	Upper Limit	**Lower Limit**	**Next Call Date**	**Contractual Maturity**
Under 12 months	25.00	0.00	11.94	1.19
12 months and within 2 years	25.00	0.00	4.18	2.98
2 years and within 5 years	45.00	0.00	8.36	8.36
5 years and within 10 years	75.00	0.00	14.66	14.66
10 years and above	100.00	0.00	60.86	72.81

28. The structure of the investment portfolio was as follows,

Investment Portfolio	Actual 31 March 2019 £ million	Actual 31 March 2019 %	Actual 31 March 2020 £ million	Actual 31 March 2020 %
Treasury Investments				
Banks	48.000	47.10	40.000	55.33
Building Societies – Rated	0.000	0.00	0.000	0.000
Local Authorities	39.000	38.27	5.000	6.29
MMFs	14.902	14.62	30.497	38.35
Call Account	0.011	0.01	0.023	0.03
Total Treasury Investments	**101.913**	**100.00**	**79.519**	**100.00**
Non-Treasury Investments				
Third Party Loans	0.000	0.00	0.000	0.00
Subsidiaries	0.000	0.00	0.000	0.00

Companies	0.000	0.00	0.000	0.00
Total Non-Treasury Investments	**0.000**	**0.00**	**0.000**	**0.00**

Treasury Investments	101.913	100.00	101.913	100.00
Non-Treasury Investments	0.000	0.00	0.000	0.00
Total - All Investments	**101.913**	**100.00**	**79.519**	**100.00**

29. All treasury investments were for up to one year.

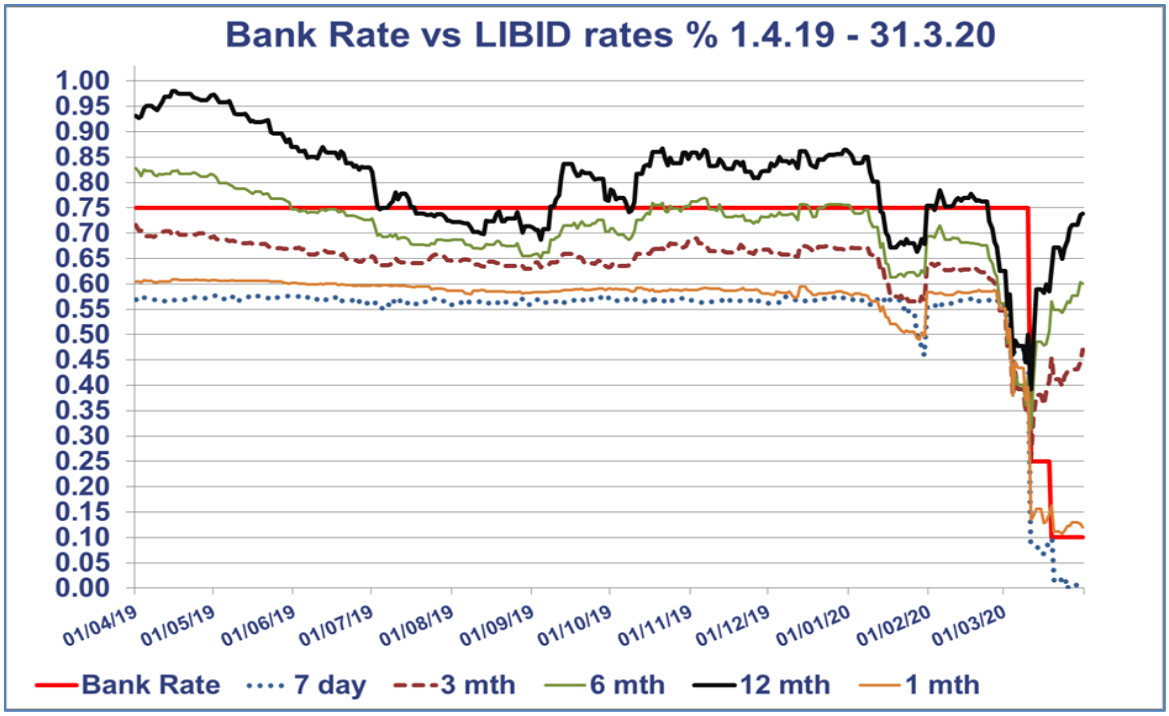
Treasury Management Strategy 2019/2020

Investment Strategy and Control of Interest Rate Risk

30. Investment returns remained low during 2019/2020.

31. The Bank of England Bank Rate and LIBID (London Interbank Bid Rate) rates for 2019/2020 were as follows

	Bank Rate	7 Day	1 Month	3 Month	6 Month	12 Month
High	0.75%	0.58%	0.61%	0.72%	0.983%	0.98%
High Date	01/04/19	09/05/19	15/04/19	01/04/19	01/04/19	15/04/19
Low	0.10%	0.00%	0.11%	0.26%	0.31%	0.39%
Low Date	19/03/20	25/03/20	23/03/20	11/03/20	11/03/20	11/03/20
Average	0.72%	0.53%	0.56%	0.63%	0.70%	0.80%
Spread	0.65%	0.58%	0.50%	0.46%	0.52%	0.59%



32. The expectation for interest rates within the treasury management strategy for 2019/2020 was that Bank Rate would stay at 0.75% during the year. It was not expected that the MPC would be able to deliver on an increase in Bank Rate until the Brexit issue was finally settled.

33. Rising concerns over the possibility that the UK could leave the EU at the end of October 2019 caused longer term investment rates to be on a falling trend for most of April to September. Rates rose after the end of October deadline was rejected by the Commons, but fell back again in the new year, before recovering again after the 31 January departure of the UK from the EU. When the coronavirus outbreak hit the UK later in the financial year, rates initially plunged but then rose again sharply, due to a shortage of liquidity in the financial markets.

34. Short term investment interest rates were fairly flat for most of the year until the two cuts in Bank Rate in March 2020 caused them to fall sharply.

35. While the Council has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

36. Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure, by having fewer investments placed in the financial markets.

Borrowing Strategy and Control of Interest Rate Risk

37. During 2019/2020, the Council maintained an under-borrowed position. This meant that the capital borrowing need (the CFR) was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. The strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

38. The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when the Council may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

39. Against this background and the risks within the economic forecast, caution was adopted within the treasury operations. The treasury team monitored interest rates

in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks.

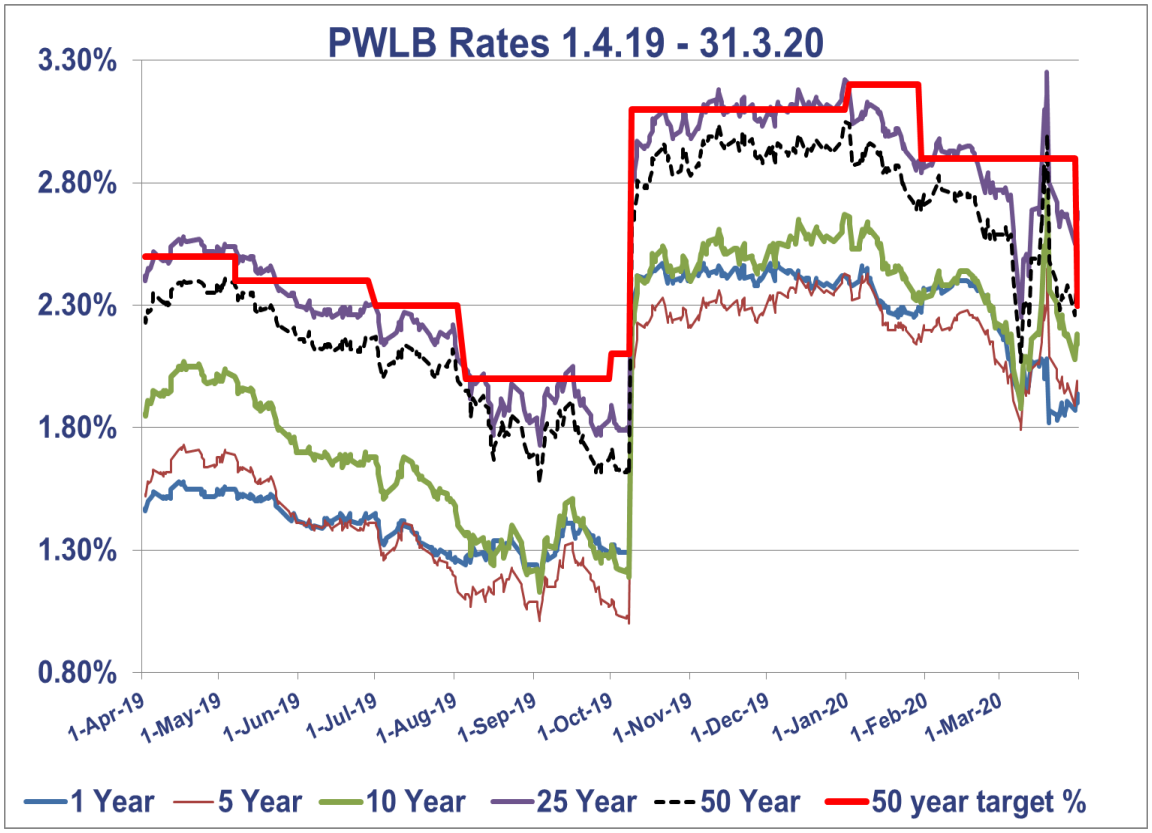
- if it had been felt that there was a significant risk of a sharp fall in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.

- if it had been felt that there was a significant risk of a much sharper rise in long and short term rates than initially expected, perhaps arising from an acceleration in the start date and 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 would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

40. Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2019/2020 and the two subsequent financial years.

41. The following table and graph for PWLB rates shows a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.

PWLB Rates	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2019	1.46%	1.52%	1.84%	2.41%	2.24%
31/03/2020	1.90%	1.95%	2.14%	2.65%	2.39%
Low	1.17%	1.00%	1.13%	1.73%	1.57%
Low Date	03/09/2019	08/10/2019	03/09/2019	03/09/2019	03/09/2019
High	2.47%	2.45%	2.76%	3.25%	3.05%
High Date	21/10/2019	19/03/2020	19/03/2020	19/03/2020	31/12/2019
Average	1.83%	1.77%	2.00%	2.56%	2.40%



42. PWLB rates are based on, and are determined by gilt (UK Government Bond) yields, through HM Treasury determining a specified margin to add to gilts. Gilt yields were on a generally falling trend during over the last year, up until the corona virus hit western economies. Since then, gilt yields have fallen sharply to unprecedented lows, as investors have panicked in selling shares in anticipation of impending recession, and moved cash into safe havens i.e. Government bonds. However, major western central banks also started quantitative easing purchases of government bonds, which will act to maintain downward pressure on government bond yields at a time when there is going to be a huge and quick expansion of government expenditure, financed by issuing government bonds; (this would normally cause bond yields to rise).

43. On 31 March, all gilt yields from 1 to 5 years were between 0.12 – 0.20% and 25 year yields were at 0.83%.

44. HM Treasury has imposed two changes in the margins over gilt yields for PWLB rates in 2019/2020 without any prior warning; the first on 9 October 2019, added an additional 1.00% margin over gilts to all PWLB rates. That increase was then partially reversed for some forms of borrowing on 11 March 2020, at the same time as the Government announced in the Budget a programme of increased spending on infrastructure.

45. Following the changes on 11 March 2020 in margins over gilt yields, the current situation is as follows,

- PWLB Standard Rate = Gilt plus 200 basis points
- PWLB Certainty Rate = Gilt plus 180 basis points
- PWLB HRA Standard Rate = Gilt plus 100 basis points
- PWLB HRA Certainty Rate = Gilt plus 80 basis points
- Local Infrastructure Rate = Gilt plus 60 basis points

46. It also announced that there would be a consultation with local authorities on possibly further amending these margins; this ends on 4 June. It is clear that the Treasury intends to put a stop to local authorities borrowing money from the PWLB to purchase commercial property if the aim is solely to generate an income stream.

47. There is likely to be little upward movement in PWLB rates over the next two years as it will take national economies a prolonged period to recover all the momentum they will lose in the sharp recession that will be caused during the coronavirus shut down period. Inflation is also likely to be very low during this period and could even turn negative in 2020/2021.

Borrowing Outturn

48. A summary of the Council's borrowing position is detailed at Appendix 1.

49. Due to low investment returns and counterparty risk, no new borrowing was undertaken during the year.

50. One naturally maturing loan was repaid during 2019/2020 as follows,

Pool	Lender	Principal £ million	Type	Interest Rate %	Maturity
HRA	PWLB	8.000	Fixed Rate Maturity	1.99	8 years

Borrowing in Advance of Need

51. The Council has not borrowed more than, or in advance of its needs, purely to profit from the investment of the extra sums borrowed.

Debt Rescheduling

52. No debt rescheduling was undertaken during the year, as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

Investment Outturn

53. The Council's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Council on 5 February 2019. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data.

54. The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

55. The Council maintained an average balance of £125.514 million of internally managed funds. The difference between the balances available for investment and the actual investments is due to the varying level of working capital (creditors, debtors and other long term liabilities) and internal borrowing.

56. The internally managed funds earned an average rate of 0.90%. The comparable performance indicator is the average 3 month LIBID rate, which was 0.63%.

57. The Council's total interest received from investments for 2019/2020 was £0.819 million. The Council's budgeted investment return for 2019/2020 was £0.940 million, therefore forecast investment income (interest) for the year to date is £0.121 million under achieved against budget. The interest received was lower than budgeted due to the effect of lower balances for investment than an originally estimated and an increased level of internal borrowing.

58. The position on interest income must be compared with external interest costs payable. The Council paid external interest costs of £12.833 million against a budget of £13.299 million. This is a £0.466 million underspend against budget.

59. The net underspend in respect of interest receivable/payable is £0.345 million. This has been accounted for in the overall revenue outturn position for 2019/2020.

60. A summary of the Council's investment position as at 31 March 2020 is detailed at Appendix 2.

Economic Background and Interest Rate Forecast

61. The main issue in 2019 was the reaching an agreement on the way forward for the UK over Brexit. Following the general election in December 2019, the UK left the EU on 31 January 2020. However, this still leaves much uncertainty as to whether there will be a reasonable trade deal achieved by the target deadline of the end of 2020. It is also unclear as to whether the coronavirus outbreak may yet impact on this deadline; the second and third rounds of negotiations have already had to be cancelled due to the virus.

62. Economic growth in 2019 has been very volatile,

- Quarter 1 – unexpectedly strong at 0.50%
- Quarter 2 – weak at -0.20%,
- Quarter 3 – bouncing back at +0.50%
- Quarter 4 – flat at 0.00%
- Year on year growth = 1.10%

63. 2020 started with optimistic business surveys pointing to an upswing in growth after the ending of political uncertainty. However, the three monthly GDP statistics in January were disappointing, being stuck at 0.0% growth. Since then, the whole world has changed as a result of the coronavirus outbreak. It now looks likely that the closedown of whole sections of the economy will result in a fall in GDP of at least 15% in quarter two.

64. There is much uncertainty around; the extent of the damage that will be done to businesses by the end of the lock down period, when the end of the lock down will occur, whether there could be a second wave of the outbreak, how soon a vaccine will be created and then how quickly it can be administered to the population. This leaves huge uncertainties as to how quickly the economy will recover.

65. Brexit uncertainty caused the MPC to leave the Bank Rate at 0.75%. However, when the coronavirus outbreak posed a huge threat to the economy, two emergency cuts in Bank Rate from 0.75% occurred in March 2020, first to 0.25% and then to 0.10%.

66. The Bank Rate cuts were accompanied by an increase in quantitative easing (QE), essentially the purchases of gilts (mainly) by the Bank of England of £200 billion.

67. The Government and the Bank have been concerned about job losses during the lock down period. Accordingly, the Government introduced various schemes to subsidise both employed and self-employed jobs for three months while the country is locked down. It also put in place a raft of other measures to help businesses access loans from their banks, (with the Government providing guarantees to the banks against losses), to tide them over the lock down period when some firms may have little or no income. However, at the time of writing, this leaves open a question as to whether some firms will be solvent, even if they take out such loans, and some may also choose to close as there is, and will be, insufficient demand for their services.

68. This is a rapidly evolving situation so there may be further measures to come from the Bank and the Government. The measures to support jobs and businesses already taken by the Government will result in a huge increase in the annual budget deficit in 2020/2021 from 2% to nearly 11%. The ratio of debt to GDP is also likely to increase from 80% to around 105%. In the Budget in March, the Government also announced a large increase in spending on infrastructure; this will also help the economy to recover once the lock down is ended. Provided the coronavirus

outbreak is brought under control relatively swiftly, and the lock down is eased, then it is hoped that there would be a sharp recovery, but one that would take a prolonged time to fully recover previous lost momentum.

69. Inflation has posed little concern for the MPC during the last year, being mainly between 1.50% and 2.00%. It is also not going to be an issue for the near future as the world economy will be heading into a recession which is already causing a glut in the supply of oil which has fallen sharply in price. Other prices will also be under downward pressure while wage inflation has also been on a downward path over the last half year and is likely to continue that trend in the current environment. While inflation could even turn negative in the Eurozone, this is currently not likely in the UK.

70. Employment had been growing healthily through the last year but it is obviously heading for a big hit in March and April 2020. The good news over the last year is that wage inflation has been significantly higher than CPI inflation which means that consumer real spending power had been increasing and so will have provided support to GDP growth. However, while people cannot leave their homes to do non-food shopping, retail sales will also take a big hit.

71. In terms of the world economy, the trade war between the US and China on tariffs was a major concern to financial markets and was depressing worldwide growth during 2019, as any downturn in China would spill over into impacting countries supplying raw materials to China. Concerns were particularly focused on the synchronised general weakening of growth in the major economies of the world. These concerns resulted in government bond yields in the developed world falling significantly during 2019. In 2020, coronavirus is obviously the big issue sweeping around the world and having a major impact in causing a world recession in growth.

Other Issues – IFRS 9

72. Risk management will need to take account of the 2018/2019 Accounting Code of Practice proposals for the valuation of investments. This will not be a significant issue for the Council, however key considerations are as follows,

- Expected credit loss model. Whilst this should not be material for vanilla treasury investments such as bank deposits, this is likely to be problematic for some funds e.g. property funds, (and also for non-treasury management investments dealt with in the capital strategy e.g. longer dated service investments, loans to third parties or loans to subsidiaries).

- The valuation of investments previously valued under the available for sale category e.g. equity related to the “commercialism” agenda, property funds, equity funds and similar, will be changed to Fair Value through the Profit and Loss (FVPL).

73. Following the consultation undertaken by the MHCLG on IFRS9, the Government has introduced a mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds. This will be effective from 1 April 2018. The statutory override applies for five years from this date. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency.

Overview & Scrutiny Engagement

74. Regular reports are taken to Overview & Scrutiny relating to the Council's financial position

Safeguarding Implications

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

Public Health Implications

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

Procurement Implications

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

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

79. 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.

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

Risks Assessment

81. All investments have been at fixed rates during the period. The Council's current average interest rate on long term debt is 3.74%, which compares favourably with similar rates of other UK local authorities.

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

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

Financial Implications

84. These have been examined and are implicit throughout the report.

Workforce Implications

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

Legal Implications

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

Proposals

87. Cabinet is requested to:

    a) Note that the contents of this report are in line with the Treasury Management Strategy 2019/2020.

Andy Brown - Director, Finance and Procurement

Terence Herbert – Chief Executive, Wiltshire Council

Report Author: Matthew Tiller, Chief Accountant
matthew.tiller@wiltshire.gov.uk, Tel: 01225 718640

28 May 2020

Appendices

Appendix 1 Borrowing Portfolio
Appendix 2 Investment Portfolio

Appendix 1

Borrowing Portfolio as at 31 March 2020

Lender	Start Date	Maturity Date	Amount £ million	Interest Rate %	Annual Interest £ million
Public Works Loan Board (PWLB)					
PWLB	28/03/2012	28/03/2021	4.000	2.21	0.088
PWLB	15/02/2010	01/06/2021	2.000	4.33	0.087
PWLB	28/03/2012	28/03/2022	8.000	2.40	0.192
PWLB	28/03/2012	28/03/2023	8.000	2.56	0.205
PWLB	15/02/2010	01/06/2023	2.000	4.45	0.890
PWLB	28/03/2012	28/03/2024	8.000	2.70	0.216
PWLB	15/02/2010	01/06/2024	2.000	4.49	0.090
PWLB	28/03/2012	28/03/2025	8.000	2.82	0.226
PWLB	14/08/2001	01/12/2025	0.123	4.875	0.006
PWLB	28/03/2012	28/03/2026	10.000	2.92	0.292
PWLB	15/02/2010	01/06/2026	2.000	4.54	0.091
PWLB	28/03/2012	28/03/2027	8.000	3.01	0.241
PWLB	21/08/2002	01/06/2027	4.000	4.75	0.190
PWLB	28/03/2012	28/03/2028	6.000	3.08	0.185
PWLB	29/07/1999	01/06/2028	1.000	4.75	0.048
PWLB	15/02/2010	01/06/2028	2.000	4.56	0.091
PWLB	28/03/2012	28/03/2029	7.000	3.15	0.221
PWLB	29/07/1999	01/06/2029	1.000	4.75	0.048
PWLB	28/03/2012	28/03/2030	8.000	3.21	0.257
PWLB	29/07/1999	01/06/2030	1.000	4.75	0.046
PWLB	20/05/2005	01/06/2030	2.000	4.45	0.089
PWLB	05/12/2005	18/03/2031	5.000	4.25	0.213
PWLB	28/03/2012	28/03/2031	2.000	3.26	0.065
PWLB	29/07/1999	01/06/2031	1.000	4.75	0.048
PWLB	20/05/2005	01/06/2031	2.000	4.45	0.089
PWLB	21/11/2005	18/09/2031	2.000	4.25	0.085
PWLB	28/03/2012	28/03/2032	5.000	3.30	0.165
PWLB	20/05/2005	01/06/2032	2.000	4.45	0.089
PWLB	04/11/1999	01/12/2032	1.500	4.625	0.069
PWLB	28/03/2012	28/03/2033	6.000	3.34	0.200
PWLB	20/05/2005	01/06/2033	2.000	4.45	0.089
PWLB	15/11/1999	19/09/2033	1.000	4.25	0.042
PWLB	28/03/2012	28/03/2034	7.000	3.37	0.236
PWLB	20/05/2005	01/06/2034	2.000	4.45	0.089
PWLB	15/11/1999	18/09/2034	1.000	4.25	0.043
PWLB	21/11/2005	18/09/2034	5.000	4.25	0.213
PWLB	28/03/2012	28/03/2035	2.000	3.40	0.068
PWLB	14/06/2005	14/06/2035	5.000	4.35	0.218
PWLB	15/11/1999	18/09/2035	1.000	4.25	0.043

Lender	Start Date	Maturity Date	Amount £ million	Interest Rate %	Annual Interest £ million
Public Works Loan Board (PWLB) – Continued					
PWLB	21/11/2005	18/09/2035	5.000	4.25	0.213
PWLB	15/11/1999	18/09/2036	0.500	4.25	0.021
PWLB	15/11/1999	18/09/2036	0.500	4.25	0.021
PWLB	28/03/2012	28/03/2037	9.000	3.44	0.310
PWLB	11/01/2006	01/12/2037	4.000	4.00	0.160
PWLB	11/01/2006	01/12/2038	4.000	4.00	0.160
PWLB	15/02/2010	01/06/2041	2.000	4.57	0.091
PWLB	11/08/2006	01/12/2041	3.000	4.35	0.131
PWLB	15/02/2010	01/06/2042	2.000	4.57	0.091
PWLB	11/08/2006	01/12/2042	2.000	4.35	0.087
PWLB	11/08/2006	01/12/2043	2.000	4.35	0.087
PWLB	06/09/2006	01/12/2044	3.000	4.25	0.128
PWLB	06/09/2006	01/12/2045	3.000	4.25	0.128
PWLB	29/06/2006	18/09/2046	4.000	4.45	0.178
PWLB	30/08/2006	01/12/2046	2.000	4.25	0.085
PWLB	29/06/2006	18/09/2047	4.000	4.45	0.178
PWLB	30/08/2006	01/12/2047	2.000	4.25	0.085
PWLB	09/10/1998	18/09/2048	1.000	4.50	0.045
PWLB	29/06/2006	18/09/2048	3.500	4.45	0.156
PWLB	30/08/2006	01/12/2048	2.000	4.25	0.085
PWLB	09/10/1998	18/09/2049	1.000	4.50	0.045
PWLB	29/06/2006	18/09/2049	3.000	4.45	0.134
PWLB	30/08/2006	01/12/2049	2.000	4.25	0.085
PWLB	30/08/2006	01/06/2050	5.000	4.25	0.213
PWLB	17/09/1998	18/09/2050	1.000	5.125	0.051
PWLB	17/09/1998	18/09/2051	1.000	5.125	0.051
PWLB	07/03/2007	01/06/2052	2.000	4.25	0.085
PWLB	23/07/1998	03/06/2052	1.000	5.50	0.055
PWLB	07/03/2007	01/06/2053	2.000	4.25	0.085
PWLB	23/07/1998	02/06/2053	1.000	5.50	0.055
PWLB	19/06/1998	01/06/2054	1.000	5.375	0.054
PWLB	19/06/1998	01/06/2055	1.000	5.375	0.054
PWLB	21/06/2006	01/06/2055	2.000	4.30	0.086
PWLB	22/06/2006	18/09/2055	4.000	4.35	0.174
PWLB	19/06/1998	01/06/2056	1.500	5.375	0.081
PWLB	21/06/2006	01/06/2056	3.000	4.30	0.129
PWLB	22/06/2006	01/06/2056	6.000	4.35	0.261
PWLB	02/10/1997	25/09/2057	1.500	6.625	0.99
PWLB	12/03/2019	13/03/2063	10.000	2.36	0.236
PWLB	12/03/2019	13/03/2064	10.000	2.36	0.236
PWLB	12/03/2019	13/03/2065	10.000	2.36	0.236
TOTAL PWLB LOANS			**274.123**		**10.002**

Lender	Start Date	Maturity Date	Amount £ million	Interest Rate %	Annual Interest £ million
LOBO Loans					
Barclays Bank	03/12/2004	03/12/2054	10.000	4.45	0.445
FMS Wermanagement	07/12/2004	08/12/2053	10.000	4.45	0.445
Depfa Deutsche Pfandbriefbank	10/12/2004	10/12/2052	10.000	4.45	0.445
Dexia Credit Local	10/12/2004	11/12/2051	10.000	4.45	0.445
Barclays Bank	31/08/2005	31/08/2055	5.000	3.99	0.200
Dexia Credit Local	20/02/2006	18/02/2066	6.000	4.45	0.267
Beyern LB	05/03/2007	07/03/2067	4.000	4.2	0.168
Barclays Bank	31/07/2007	01/08/2067	6.000	4.21	0.253
TOTAL LOBO LOANS			**61.000**		**2.667**
TOTAL - ALL LOANS			**335.123**		**12.669**

* Annual interest = Total amount of annual interest payable per loan outstanding as at 31 March 2020. This won't equal the amount of interest paid during 2019/2020 – as the total loan portfolio has changed during the year.

Appendix 2

Investment Portfolio as at 31 March 2020 (compared to the counterparty list)

Borrower	Amount £ million	Interest Rate %	Start Date	Maturity Date	LAS Credit Rating **
Lloyds Bank	10.000	1.25	15/05/2019	15/05/2020	Orange - 12 months
First Abu Dhabi Bank PJSC	8.000	0.91	09/10/2019	07/10/2020	Orange - 12 months
Australia and New Zealand Banking Group Ltd	8.000	0.84	04/11/2019	05/05/2020	Orange - 12 months
Santander UK plc	8.000	0.87	08/11/2019	11/05/2020	Red - 6 months
Peterborough City Council	5.000	0.82	18/11/2019	15/04/2020	Yellow – 5 Years
Qatar National Bank	10.000	1.15	18/11/2019	18/05/2020	Red - 6 months
Handelsbanken plc (Call Account)	0.023	0.75	*	*	Orange - 12 months
Black Rock Money Market Fund	4.300	0.48	*	*	AAA
JP Morgan Money Market Fund	0.003	0.29	*	*	AAA
Federated Money Market Fund	11.433	0.42	*	*	AAA
Goldman Sachs Money Market Fund	0.000	0.28	*	*	AAA
Aberdeen Investments Liquidity Fund	14.760	0.47	*	*	AAA
Total	**79.519**				

* Money Market Funds/Call Account – cash can be invested and withdrawn on a daily basis (subject to maximum investment limits) so there is no start date or maturity date for the purposes of this report.

** For explanation please see following page.

Link Asset Services provide a creditworthiness service, which employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's. The credit ratings of counterparties are supplemented with the following overlays:

a) credit watches and credit outlooks from credit rating agencies;
b) CDS spreads to give early warning of likely changes in credit ratings;
c) sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

a) Yellow – 5 years (this category is for AAA rated Government debt or its equivalent, including an investment instrument – collateralised deposits, where the investment is secured only against local authority debt, namely LOBOs, making them effectively government exposure);
b) Dark pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
c) Light pink – 5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
d) Purple – 2 years;
e) Blue – 1 year (only applies to nationalised or semi nationalised UK Banks and their subsidiaries):
f) Orange – 1 year;
g) Red – 6 months;
h) Green – 100 days; and
i) No Colour – not to be used.

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

Wiltshire Council

Cabinet

14 July 2020

Subject:	**Wiltshire Council Carbon Reduction** Update on Council's Response to the Climate Emergency
Cabinet Member:	**Cllr Richard Clewer - Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing, Communities**
Key Decision:	**Non 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 reduce carbon generation in Wiltshire. The first update was provided in November 2019. This report provides an update on progress since then.

At its meeting on 26 November 2019, Full Council received a motion to amend the Council's Business Plan 2017-27 and the Leader committed to give prominence on the climate emergency in the plan. The plan will need to undergo a thorough review due to the impacts of the Covid-19 pandemic and the upcoming elections in May 2021. This report therefore proposes a Climate Emergency addendum to the current plan pending the development of a new Business Plan.

Proposals

1. That the Cabinet recommend Council to amend the Business Plan 2017-2027 to include a Climate Emergency addendum as detailed in paragraph 8 and Appendix 1 of this report.
2. That Cabinet notes the actions taken in response to the climate emergency since November 2019.

Reason for Proposals

1. To ensure that the current Business Plan reflects the council's acknowledgement of the climate emergency and its commitment to addressing climate change.

2. To provide Cabinet with an update on actions taken in response to the climate emergency.

Terence Herbert
Chief Executive Officer

Wiltshire Council

Cabinet

14 July 2020

Subject:	**Wiltshire Council Carbon Reduction** Update on Council's Response to the Climate Emergency
Cabinet Member:	**Cllr Richard Clewer - Deputy Leader and Cabinet Member for Corporate Services, Heritage, Arts & Tourism, Housing, Communities**
Key Decision:	**Non Key**

Purpose of Report

1. To provide Cabinet with an update on actions taken in response to the climate emergency and to include this priority as an addendum to the council's Business Plan 2017-2027.

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 of:

    i. Growing the economy
    ii. Strong communities
    iii. Protecting the vulnerable
    iv. Working with our partners as an innovative and effective council

    The update in paragraphs 12-49 of this report is therefore structured against these headings.

Background

3. At its meeting held on 26 February 2019 full 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 part of this motion, the council resolved that Cabinet should report to Full Council on a six-monthly basis with the actions the council is taking and will take to address the climate emergency and reporting these against the Carbon / Renewables Baseline audit. The first six-monthly report was presented to Full Council on 29 November 2019.

5. At its meeting on 26 November 2019, Full Council received a motion to amend the council's Business Plan 2017-27 and the Leader committed to give prominence on the climate emergency in the plan.

6. A Global Warming and Climate Emergency Task Group has been established by Environment Select Committee, chaired by Councillor Graham Wright and made up of nine councillors. The task group is developing recommendations and a plan to seek to achieve the target of making the county of Wiltshire net carbon neutral by 2030.

7. Updates on the task group's work are reported to Environment Select Committee. The most recent update was presented on 4 March 2020.

Main Considerations for the Council

8. The council's Business Plan will need to undergo a thorough review due to the impacts of the pandemic and the upcoming elections in May 2021. To ensure that the plan gives prominence to the climate emergency it is therefore proposed that a new section is added as an addendum to the current plan, pending the development of a new Business Plan for 2021 onwards. The proposed addendum is included at Appendix 1.

9. Since the last update in October/November 2019, the council has been very active in tackling this agenda. The new post of Head of Carbon Reduction has been filled since 1 June 2020 to provide capacity and leadership and facilitate the development of a strategy for Wiltshire. An annual staff and operational budget of £350k has been allocated to drive carbon reduction within the council and through working with partners.

10. Protecting the environment is integral to the new Recovery Coordinating Group's work to restore communities; public health and wellbeing; and environmental and economic resilience following the response to COVID 19. There are three cross-cutting objectives for the Strategic Recovery Plan:
    1. ensure appropriate interventions to address inequalities and build social mobility
    2. ensure the effects of deprivation are considered and interventions are developed
    3. enable appropriate interventions to support carbon reduction

11. The Recovery Coordinating Group will have theme groups, for which the carbon reduction agenda will be a fundamental driver. The economy theme will drive the green economy in Wiltshire and ensure appropriate green infrastructure; the environmental agenda ensures high levels of community engagement through the recovery for the community resilience theme; and the health and wellbeing theme will benefit from active travel and air quality improvements.

Growing the Economy: Highly Skilled Jobs (Employment)

12. The council has worked proactively with Penso Power, an innovative UK renewable energy and battery storage company, to enable it to develop the largest battery storage scheme in Europe at Minety. Energy storage facilitates a greener electricity system by helping to balance the intermittency of renewable generation. Work started onsite in December 2019 and the facility is expected to enter operation this autumn (2020) with 100MW capacity, with a further 50MW capacity being built on adjacent land which will enter operation in 2021. The full value of the investment will be close to £60m, making it one of the largest foreign direct investments into the county in recent years. The council is now supporting the company in looking for other suitable sites and engaging with the Department of International Trade.

13. Birchall Tea company was supported by the council to relocate to Solstice Park, Amesbury through planning and help with recruitment and training. The company always had an ambition to keep its carbon footprint to the minimum and worked closely with Nationwide Engineering, the developers, to ensure this ambition was met. In June 2020 Birchall Tea became the first tea company in the world to officially join the UN's Climate Neutral Now Initiative, which invites organisations to work towards global climate neutrality by addressing their own climate footprint. It has also become the first in the world to achieve the Carbon Neutral International Standard, obtained by measuring and offsetting its greenhouse gas emissions, supporting verified volunteer reforestation projects around the world. This means that all of Birchall's products - including its award-winning Great Rift Breakfast Tea - are now completely Carbon Neutral. An added, unexpected bonus is that with the climate control measures the company is using the tea is keeping much better, resulting in reduced waste.

Growing the Economy: Housing and Environment

14. The council's Housing Board is committed to building 1,000 new council homes over the next 10 years to a zero carbon standard. The approach will aim to go beyond the Passivhaus Standard, utilising the fabric of the building for maximum efficiency, together with energy generation through solar panels, where the council is the developer and this approach is feasible. A pilot of two new homes is going ahead in Durrington to test this approach and the lessons learned will be used to shape the rest of the programme. The July Housing Board will also consider investing in existing council housing stock to increase its energy efficiency, with a view to a future Cabinet meeting considering the revised investment programme and council housing new build programme in autumn 2020.

15. The Wiltshire Core Strategy (WCS) 2015 contains a number of policies that aim to achieve the goal of seeking to make the county of Wiltshire carbon neutral by 2030. The strategy offers a significant opportunity to influence greenhouse gas emissions and has an important role in shaping communities that are resilient to the predicted impacts of climate change such as higher temperatures and increased flood risk.

16. The policies of the WCS are being reviewed to determine their effectiveness and whether changes are required to ensure conformity with the National Planning Policy Framework and associated Planning Practice Guidance. A best practice review has also been undertaken which focuses in particular on policies that have been recently found sound by planning inspectors and subsequently adopted by other councils.

17. The following five key policy themes have been identified:

- tackling flood risk and water management;
- enhancing green/blue infrastructure;
- delivering sustainable design and construction;
- encouraging sustainable, renewable energy generation and management;
- promoting sustainable transport, active travel and improving air quality.

18. The work undertaken to date indicates that an ambitious, plan-led approach to tackling climate change mitigation and adaptation is deliverable. However, further evidence will be needed to ensure draft policies are sound and provide sufficient certainty moving forward – e.g. understanding the viability of carbon neutral new development; delivering a decarbonised and sustainable energy strategy; tackling retrofitting of existing building stock.

Growing the Economy: Transport and Infrastructure

19. The council is currently rolling out a £12m programme to convert streetlights across Wiltshire to LEDs, with approximately 8,000 units replaced so far out of a total of 42,000. Since 2013/14, energy consumption has been reduced by 21% thanks to part-night lighting, dimming and the use of LEDs for new and replacement units. During this period carbon emissions have more than halved despite a growth in the number of streetlights as new developments are built. The 42,000 new LED units are projected to reduce energy consumption by 67% and carbon emissions by 83% by 2022/23 compared with the 2013/14 baseline.

20. The council has applied for funding from the Department for Transport's (DfT) Restoring Your Railway Fund for four key rail projects across the county. It was one of only 10 successful applicants nationally in round 1 of the Ideas Fund which exists to restore lost rail connections to communities. The funds will be used to develop a strategic outline business case for improving rail access for the Devizes community area by providing a station near Lydeway on the Berks & Hants line which passes within three miles of the town. Devizes is the largest town in Wiltshire that does not have access to the rail network. Its branch line closed in the 1960s. The station would be served by an extension of the current GWR Paddington – Bedwyn service through to Westbury.

21. The council is waiting to hear more from the DfT on its two other round 1 bids. One is for developing Westbury station by reinstating a fourth platform. The other is for developing route capacity improvement proposals for the Swindon-Westbury route on the section around Melksham that was single-tracked after the Beeching-era withdrawal of the local passenger service. The council has also recently submitted a bid in round 2 of the Ideas Fund for restoring secondary train services on the Great Western Mainline. As well as

improving connectivity between Bristol to Oxford (and potentially further east) this would help realise new stations at Corsham and Royal Wootton Bassett / Swindon West. It would also potentially help realise new stations at Swindon East, Grove (Oxfordshire), Saltford and St Anne's Park (West of England).

22. The council has worked with Salisbury Reds to secure three new electric buses for the city's park and ride services - a total investment of £1.2 million. This was made possible through a successful bid for £600,000 of Government funding under the Low Emission Bus Scheme. The buses will help provide greener and cleaner journeys, improving air quality in the area. When fully charged, each bus should be able to travel for around 160 miles.

23. The Department for Transport has announced its intention to publish a Transport Decarbonisation Plan later this year. In its recent document 'Setting the Challenge', it has outlined the following key objectives for the plan which will guide the council in developing its fourth Local Transport Plan:
    - Accelerating modal shift to public and active transport
    - Decarbonisation of road vehicles
    - Decarbonising how we get our goods
    - Place-based solutions
    - UK as a hub for green transport technology and innovation
    - Reducing carbon in a global economy

Strong Communities: Community Wellbeing

24. The council's Household Waste Management Strategy 2017-2027 states a commitment to reduce the carbon impact of waste and recycling services in Wiltshire (see page 1).

25. Progress on the priorities within the council's household waste strategy is measured and reported through an annual action plan reported to Cabinet (see item 69). The council has reduced its carbon impact in the following ways:
    - Moved to a comingled collection of recycling from 9 March 2020, thereby removing 32 older 'kerbsider' vehicles from waste fleet. The total number of vehicles used to collect kerbside recycling has reduced by almost 50%. Vehicles now in use are carbon efficient Euro 6 vehicles, reducing the overall carbon emissions associated with the waste collection service, and contributing to an improvement in air quality.
    - The total amount of municipal solid waste collected in Wiltshire in 2019/20 has reduced by 11% (27,600 tonnes) compared to the waste collected in 2014/15. This means that the residents in Wiltshire are creating less waste for the council to collect.
    - In 2019/20, the council only sent 16% of waste collected to landfill, compared with 20% in 2014/15. The majority of non-recyclable household waste collected in Wiltshire is processed for energy recovery.
    - The council subsidises the purchase of home food composters to residents in Wiltshire. These composters divert food and garden waste from the waste stream, therefore avoiding the need for the council to collect and treat this waste. As the compost produced is then used in residents' gardens, the carbon saving of residents using these composters

in high. So far in 2020, 1325 food composter have been sold, compared with 333 sales during the same period last year.

26. It is too early to formally evaluate the impact of the new comingled recycling service due to the impacts of the pandemic, but early indications are that recycling collected from the kerbside is increasing. However overall recycling rates during the lockdown period have been impacted by the closure of household recycling centres which have now reopened but with reduced capacity.

Strong Communities: Safe Communities (Protection)

27. Green and blue infrastructure plays a key role in both carbon storage and adapting to a changing climate. It includes a range of green and blue assets in rural and urban areas - from country parks, rivers, canals and woodlands to urban parks, green roofs and street trees. A draft 20 year vision for Wiltshire's network was developed with around 45 internal and external stakeholders at a workshop held on 26 February 2020. The vision has been informed by the UN Sustainable Development Goals which are reflected in the following themes: climate change; biodiversity; health and well-being.

28. A draft Green and Blue Infrastructure Strategy for Wiltshire is being worked on and will be consulted on widely towards the end of this year. The settlement level part of the strategy is being informed by the recent town and parish council survey on open space and green infrastructure, and involves bringing the council's map database of open space and green infrastructure assets up to date.

Strong Communities: Personal Wellbeing (Prevention)

29. Following the review and approval of the Wiltshire wide Air Quality Strategy in November last year the council has moved on to reviewing the Wiltshire Air Quality Action Plan (AQAP) with the objective of having a new plan in place by the early part of 2021. The Action Plan focuses on the 8 Air Quality Management Areas in Wiltshire.

30. The current plan is very much a community action-based document and this will be retained to a degree. However, we are mindful of changes to the legislative framework which will be strengthened by the proposed Environment Bill. We are currently obliged to work toward air quality objectives. In recent years Government has increasingly looked to local government to produce innovative solutions to resolve exceedances of UK and EU air quality standards. The Environment Bill will deliver a step change and Local Authorities will be expected to deliver detailed AQAPs with actions, targets and dates for achievement of objectives. Services and outside agencies will be expected to form Air Quality Partnerships (AQP) that will cooperate to achieve air quality standards. Recent emphasis has been on achieving these in the shortest possible time, having regard to judgements from the Supreme Court. A multi service working group which includes Highways England and others is driving this project forward and ensuring that air quality integrates into other key policies and strategies.

31. The council has made significant progress in seeking funding for improved cycling and walking opportunities as detailed below. Details are correct at the time of writing this report, however these schemes are evolving rapidly as the country recovers from the pandemic.

32. Wiltshire Council will implement five road reallocation projects funded by the Department for Transport (DfT) to give more space to cyclists and pedestrians. The five projects add up to £227,000 worth of investment, which accounts for the first allocation of funding from DfT. Further projects around the county will fall into the next round of funding, of around £900,000, provided they meet the criteria for the next phase. The funding is designed to help authorities use temporary interventions to create an environment that is safe for both walking and cycling, allowing people to get around while maintaining social distance and avoiding overcrowding on public transport. The five schemes were shortlisted based on the busiest bus routes in the county, with those routes that could not accommodate a cycleway without significant costs or land acquisition being discounted. The five schemes included in the first round are:

    - Salisbury cycleways to link Harnham to the city centre, allowing cyclists easy access out of the city.
    - A segregated cycleway and footway on the B3108 between Winsley and Bradford on Avon.
    - On the A420 in Chippenham, a segregated cycleway linking Bumpers Farm to the town centre.
    - Creation of an on-road 3.5km route for cyclists and walkers, linking Purton with Swindon's Lydiard Park.
    - A segregated cycleway on the A361 Hilperton Road in Trowbridge, from near the fire station into advisory cycle lanes from Stancomb Avenue to Hilperton Road roundabout, of more than 1km in total.

33. Using separate funding, the council is also progressing a social distancing scheme in Malmesbury town centre that will benefit both cyclists and pedestrians. As part of this trial, a one-way footway system for pedestrians will be installed on both sides of High Street.

34. The council will also be seeking feedback soon on an ambitious plan to prioritise walking and cycling in the centre of Salisbury.

35. The council is working on developing a permanent off-road route for cyclists and walkers on the 2 miles between Royal Wootton Bassett and Windmill Hill Business Park in Swindon. In 2017, the council successfully bid to Highway England's Cycling Designated Fund and £3.5m funding was secured to take the project forward. Whilst land negotiations are ongoing with regard to access arrangements over some areas of land, it is hoped that the project can be delivered by 2022.

Protecting the Vulnerable: Early Intervention

36. Warm and Safe Wiltshire is an energy advice service provided by Wiltshire Council and Swindon Borough Council in partnership with Dorset & Wiltshire Fire and Rescue Service and managed by the Centre for Sustainable Energy (CSE). The service provides residents across the county, primarily in fuel poverty, with information and support to help them live in warmer, safer and more comfortable homes.

37. Since April 2018, Warm and Safe Wiltshire has given advice to 2,200 households on a wide variety of topics including: insulation and heating improvements, switching energy suppliers, claiming the Warm Home Discount, securing additional benefits and local grants like the Surviving Winter Fund. This has saved residents over £275,723 on energy bills and increased income. Warm and Safe Wiltshire has referred over 400 households to heating and insulation contractors to help keep homes warmer, lower bills and reduce carbon emissions.

Working with Partners as an Innovative and Effective Council: Community Involvement

38. The council's area boards have hosted a number of well-attended special climate change-themed meetings as set out in Appendix 2.

39. An online survey of residents was carried out in autumn 2019 as part of research for the Wiltshire Community Area Joint Strategic Assessment. Residents were asked to choose their top 5 priorities from a list of options and 6260 responses were received. Three out of the top five priorities across the county were linked to the environment: climate change and renewable energies came out top with 32.2% of respondents putting it in the top 5; waste and recycling came third (29.6% of respondents); and wildlife and biodiversity came fifth (24.7% of respondents). These findings will feed into the council's plans in its recovery from the pandemic.

Working with Partners as an Innovative and Effective Council: Performance

40. Since April 2020, the council has secured all the electricity on its corporate contract from a green tariff.

41. The council has committed £5.2m to a corporate energy efficiency and generation programme. A range of technologies and opportunities have been identified as set out in this Cabinet report.

42. Preliminary figures for the council's carbon footprint from 2019/20 show that emissions from leisure centres and the corporate estate totalled 7352 tonnes of carbon dioxide equivalent (tCO_{2e}) compared with 8072 tCO_{2e} in 2018/19.

Working with Partners as an Innovative and Effective Council: Commercialism

43. The council has allocated £3.5m to fund renewable energy projects in the county and in January 2020 it established the Stone Circle energy company. The company will help the council achieve carbon offset by the production of sustainable energy that will be sold to third parties.

Working with Partners as an Innovative and Effective Council: Delivering Together

44. In June 2020, Wiltshire Council became a founder member of a newly-launched network to promote the voice of the countryside in climate change discussions. The Countryside Climate Network is part of UK100 and aims to ensure that the voice of rural knowledge and experience on climate action is listened to in Westminster. It asks that rural councils are an active participant in transforming the national economy into one that saves, rather than harms, our environment. The network calls for investment, such as the government's delayed £100bn infrastructure fund, to be targeted at rural areas to help fight climate change.

45. The council has signed up to working closely with the Local Government Association (LGA) and the County Councils Network to develop a tool that measures the council's levels of carbon emissions. The tool will create a standard, comparable measurement for all councils in the country, which can then be used to baseline carbon emissions and report on them regularly.

46. The council is working with the Department for Business, Energy and Industrial Strategy (BEIS) to evaluate and deliver the opportunity for a Heat Network at the Porton Down Campus in South Wiltshire. The council and the Department are co-funding £110,000 towards detailed development of the scheme with the council's contribution being sourced from revenues generated by its Science Park which opened in 2018. The project aims to deliver low carbon heat across the campus and is expected to include the development of a new energy centre at this large and nationally important science and technology hub.

47. The Wiltshire Public Service Board, which brings together all the major public sector partners in the county, received a presentation on how the council is tackling the climate emergency at its meeting on 4 December 2019. Other partners will be invited to share what they are doing on this topic at future meetings.

48. The council continues to share best practice with other local authorities through the County Council Network, ADEPT and the South West inter-authority group on climate change.

49. The council is in discussion with Southampton University's Energy and Climate Change Division with a view to collaborating on research projects in Wiltshire.

Overview and Scrutiny Engagement

50. As set out in paragraph 6 of this report, a Global Warming and Climate Emergency Task Group has been established, chaired by Councillor Graham Wright and made up of nine councillors.

51. Since the beginning of 2020 the task group has been investigating:

    - local planning policies and the development of sustainable, connected communities.

- local transport and how to deliver practical greener transport solutions.
- community energy and local energy generation through renewable sources.
- the council's plans to build new houses and ensuring that these are energy efficient.
- the potential impacts of electric vehicles and the new charging infrastructure.

52. The task group is continuing to examine how to achieve the target of making the county of Wiltshire net carbon neutral by 2030 and formulating its recommendations.

53. The members of the task group discussed the proposed addendum to the council's Business Plan at their meeting on 29 June 2020. This is also being considered by Overview and Scrutiny Management Committee at its meeting on 8 July 2020.

Safeguarding Implications

54. There are no safeguarding implications arising from this report.

Public Health Implications

55. There are no direct public health implications arising from the report itself. Some of the actions we are taking (for example on air quality and active travel) will, however, have potential to have a positive impact on the health of the population.

Procurement Implications

56. There are no procurement implications arising from this report.

Equalities Impact of the Proposal

57. There is no equalities impact arising from this report.

Environmental and Climate Change Considerations

58. 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 to seek to make the county of Wiltshire carbon neutral by 2030.

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

59. As Full Council recognised on 26 February 2019, the risks from climate change are such that Wiltshire Council cannot wait for national government to act where it can take action itself. If the council's Business Plan does not reflect this reality, there is a risk that the council will not be adequately prepared.

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

60. A commitment has been made by the Leader to ensure the Business Plan reflects the climate emergency. Given the current position regarding Covid-19 an addendum is the most pragmatic and proportionate approach to ensuring the carbon reduction agenda is given sufficient weight and consideration now. A new Business Plan will be developed over the next 12 months, which will fully integrate how the council will address the climate emergency as a core part of the council's future business.

Financial Implications

61. There are no financial implications arising from this report as all the budgets mentioned have already been allocated.

Legal Implications

62. There are no legal implications arising from this report.

Workforce Implications

63. There are no workforce implications arising from this report.

Options Considered

64. The council has considered amending the main body of the Business Plan as requested in the motion to Full Council on 26 November 2019. However, due to the necessity to thoroughly review the Business Plan in the coming 12 months it was felt more appropriate to insert a climate emergency addendum at this time.

Conclusions

65. 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. This report provides an update and proposes an addendum to the current Business Plan to reflect the importance of this issue.

Sam Fox, Director of Economic Development and Planning

Report Author: Ariane Crampton, Head of Carbon Reduction,
ariane.crampton@wiltshire.gov.uk, 01225 718831

3 July 2020

Appendices

Appendix 1: Proposed addendum to the Business Plan 2017-2027

Appendix 2: Feedback from community area events

Background Papers

None.

Appendix 1

Business Plan 2017-27: Climate emergency addendum

From its inception in 2009, Wiltshire Council committed to tackling carbon emissions by signing the Nottingham Declaration on climate change. The council produced an ECO Strategy in 2011 and signed up to Climate Local, the successor to the Nottingham Declaration, in 2014. In October 2019, the council was named the most climate-friendly council in England and Wales by Friends of the Earth having been assessed in different categories including renewable energy, public transport, lift-sharing, energy efficiency at home, waste recycling, and tree cover.

In February 2019 Wiltshire Council resolved to acknowledge the climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030. A Climate Emergency Task Group was set up to gather evidence and come up with recommendations on achieving net zero. Wiltshire Council's Cabinet subsequently committed to make the council carbon neutral by 2030.

A new carbon reduction strategy will be prepared to enable the council to meet these commitments. The plan will be evidence and data led and a baseline assessment will be undertaken to assist in identifying need and determining priorities. It is proposed that the plan will include a community led approach which engages, empowers, enables and communicates with Wiltshire communities and businesses.

Since the climate emergency was confirmed in Wiltshire, the council has progressed the following areas, recognising that this is the start of a journey:

- Committed to invest £5.2m to make its buildings more energy efficient
- Hosted a number of well-attended special climate change-themed area board meetings
- Secured all the electricity on its corporate contract from a green tariff from April 2020
- Supported the bid and invested to bring electric buses to Salisbury
- Bid for significant funding to improve public transport and cycle networks
- Set up Stone Circle Energy Company and committed to invest £3.5 million in sustainable energy projects across the county
- Committed to develop 1000 new council homes to a zero carbon standard
- Funded a climate change team in the 2020/21 budget and appointed a Head of Carbon Reduction
- Committed to invest £12m on a major public highway LED light replacement project which is projected to reduce carbon emissions by 83% compared with 2013/14
- Joined forces with other councils through the Countryside Climate Network to ensure that the rural voice on climate action is listened to in Westminster
- Established that climate change and renewable energy is the top priority for residents surveyed in 2019
- Worked with partners to develop the vision for a green infrastructure network in Wiltshire
- Encouraged the public to make a Green Pledge

Carbon reduction will be a key theme in the council's recovery from Covid-19. As well as developing a new carbon reduction strategy, the council is carrying out a review of its Local Plan and developing its fourth Local Transport Plan. Carbon reduction will be an integral theme within these documents. The council is currently developing a Green Infrastructure Strategy. From this we will develop a woodland and tree planting policy.

The council is engaging with other public sector organisations through the Wiltshire Public Service Board and with businesses through the Swindon and Wiltshire Local Enterprise Partnership (SWLEP). The SWLEP has published its emerging Local Industrial Strategy which includes commitments to improving the strategic energy infrastructure, decarbonising our economy and helping to deliver the national climate change targets. The council will continue to engage with communities to work collaboratively towards achieving the country's decarbonisation goal.

Appendix 2

Community Area Events

Since the climate emergency has been acknowledged by the council, the following environment themed events have been held in connection with eleven of the area boards, either

- as part of community area board meetings
- in advance of community area board meetings
- separate to a planned community area board meeting but with the engagement of area board members and community engagement managers.

1. Bradford on Avon area board held an environment themed meeting on 19 June 2019 which was attended by representatives of voluntary groups based in the community area. The event was successful in part due to the enthusiasm of one of the members of the area board and the support of the town council which has also declared a climate emergency.

2. On 4 November 2019 Salisbury area board held an eco-fair, arranged jointly with Salisbury City Council which has also declared a climate emergency. This was followed by a climate change themed area board meeting at which Wiltshire Council and Salisbury City Council presented the work they are doing to tackle climate change. This was followed by a workshop to consider ideas on how to approach climate change as a community. Many of the groups which had stalls at the eco-fair were represented at the area board and engaged in the workshop.

   On 26 February 2020 Salisbury City Council and Salisbury Area Board held a Climate Change forum, focusing on:

   - improving walking and cycling in the city
   - planting more trees in the city
   - reducing food waste in the city

   Outcomes:

   - Recognise and increase public engagement through regular updates: at area board and City Council meetings, through press and social media, and by staging public events to highlight the work of volunteers and their projects.
   - Maintain and increase the volunteer base, generating more potential climate friendly projects.
   - Monitor the outcomes through presentations to the AB / SCC on those projects as they develop

3. 6 January 2020 - Melksham area board did not choose to hold a dedicated climate workshop, but instead had an item on climate emergency as part of an agenda that also included an update on kerbside recycling and a proposal for the community management of a network of public open spaces, among other

business. Although some questions were taken, there was limited opportunity to invite contributions from those environmental groups present, as time did not permit. There is some interest locally in this agenda, including from Melksham Town Council which has declared a climate emergency and has a high profile tree planting initiative.

4. South West Wiltshire area board had an agenda item on eco-friendly communities with presentations from Wiltshire Council and local initiatives and groups on 28 November 2019. The agreed intention following that meeting is to appoint a champion or set of champions to research, produce and maintain a directory of local recycling/reuse/repair outlets and initiatives, and to look to organise future events on this theme.

5. Amesbury area board invited groups to have stands and provide information during the 30 minutes set aside for networking in advance of the area board meeting on 21 November 2019. There was a presentation from Wiltshire Council in advance of a climate emergency workshop jointly facilitated by a member of the area board and a representative from Extinction Rebellion. Over an hour was allocated to this in advance of the standard area board agenda. Twelve themes emerged from the workshop and the area board is planning to consider two themes at each of the next six area board meetings.

6. Royal Wootton Bassett and Cricklade area board held an environmental fair in advance of an environment themed meeting which ran in parallel to the standard area board agenda on 27 November 2019. This comprised a number of community discussions on environmental issues including reducing carbon emissions. The event was led by a Royal Wootton Bassett environmental group who worked with the community engagement manager to ensure the right links were made and groups invited. The group continues to lead the work on climate change in the community area, retaining their links to the council and others through the community engagement manager.

7. Southern Wiltshire area board had an agenda item on community based eco-projects on 20 November 2019, titled ‘the village to the world via Wiltshire’. This reflected the view of the area board that local projects contribute to the global response to the climate emergency as well as being worthwhile in their own right. There was a presentation on the work of Wiltshire Council followed by presentations from a range of local environmental groups. A local champion has been recruited to produce and maintain a directory of recycling/reuse/repair projects and initiatives, to use as a focus for future events and work

8. Warminster area board held a community area climate forum on Thursday 9 January 2020 in advance of a standard community area board meeting. This was arranged by the chair of the area board working with the community engagement manager and a small number of local volunteer groups. The agenda was a mix of

alternating presentations and workshops and a significant number of people attended. The subsequent area board agenda was not environment themed and the majority of workshop attendees left before the area board meeting started. During the climate forum, it was agreed that the results of the forum would be circulated and attendees would be encouraged to meet again as a smaller group to discuss any actions that could be taken locally to help towards Wiltshire's climate change goals.

9. Devizes area board held an environment themed meeting with presentations from Wiltshire Council and Warm and Safe Wiltshire. Local environmental groups had been invited to present the actions that they are taking in response to the climate emergency. Due to previous items overrunning and pressure of time, this item was cut from the agenda. The chairman apologised and said that the agenda for the next area board meeting would allocate the majority of time to this item. The environmental groups have offered to work with the community engagement manager to design the agenda. This meeting had been scheduled for 16 March 2020 but was cancelled due to emerging advice on COVID-19.

10. Chippenham area board held a meeting on 3 February 2020 which was preceded by an eco-exhibition and displays which had twenty different community groups, schools, local businesses, local authorities and external organisations exhibiting. The area board agenda included a presentation from Wiltshire Council on work in response to the climate emergency which was followed by a workshop which was run by Zero Chippenham. Many people involved in the exhibition stayed for the meeting and participated in the workshop.

11. Westbury area board held a meeting on 6 February 2020 at which there was a presentation by Wiltshire Council on the response to the climate emergency and the target to seek to make the county of Wiltshire carbon neutral by 2030. This was followed by a roundtable discussion to identify local action to ensure Westbury contributes to the goal of seeking to make the county of Wiltshire carbon neutral by 2030. It was agreed that the results would be circulated to all attendees and people would be invited to form a local Climate/Air Quality Group to identify any local actions that could be taken to address any of the points raised.

12. Pewsey area board had committed to holding an environment themed event during spring 2020. This had been scheduled for 4 April. Unfortunately, due to COVID-19, it had to be cancelled but they are looking to reschedule it during 2021. Pewsey are currently establishing a Community Energy Network.

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Wiltshire Council

Cabinet

14 July 2020

Subject: Recommissioning and Procurement of Integrated Community Equipment and Support Service (ICESS)

Cabinet Member: Cllr Simon Jacobs – Cabinet Member for Adult Social Care, Public Health and Public Protection

Key Decision: **Key**

Executive Summary

1. This report makes proposals to support the tender and award of a new contract for the Integrated Community Equipment and Support Service (ICESS).

2. The service plays a key role in preventing avoidable hospital admissions and enabling vulnerable people to continue living at home with less reliance on formal care. The current service is provided under a contract with Medequip Assistive Technology Ltd.

3. These services are commissioned under the Better Care Fund as part of integrated commissioning arrangements with the NHS, through Bath & North East Somerset, Swindon and Wiltshire Clinical Commissioning Group (BSW CCG).

4. The total expenditure on the ICESS equipment contract equated to £6.656m in 2019/20. This is split £1.854m for Wiltshire Council and £4.802m for the CCG.

5. A previous procurement was halted in September 2019 following a challenge by an unsuccessful bidder. A contract variation was agreed with Medequip which in the first instance was for 9 months, to 31st May 2020, and includes an automatic extension on a rolling three-month basis.

6. Whilst the rolling extension was agreed with Medequip, the decision in the first instance was for 9 months, to support the delivery of a new tender. Significant changes in staff in commissioning and the challenges of undertaking a complex tender during COVID has resulted in this timeframe not being met.

7. Delivering a new contract before the second rolling three-month extension option, 30th November 2020, is not viable due to the risks of implementing a new contract of this scale during the winter months and the pressures the health and care system are usually under.

8. It is proposed that the flexibilities under the terms of the existing contract are utilised with a view to delivery of a new tender and commencement

of the new contract start date by 1st April 2021. The value of the exemption, if approved, is £2.218m. This is split £0.618m for Wiltshire Council, and £1.601m for the CCG.

9. This report outlines a project timeline which will enable officers to establish clear governance between Council and the CCG, and also to re-engage with the provider market ahead of the procurement on the scope and criteria for the tender.

10. The additional extension, which will be facilitated by the terms of the existing contract, promotes service continuity over the winter period, reducing risks to the care and health system at a time of peak demand.

Proposal(s)

1. This report recommends Cabinet agree the following proposals:

   i. To grant an exemption to procurement rules enabling a 10-month extension to existing contractual arrangements with Medequip, which shall expire at 31st March 2021
   ii. That officers continue to undertake the tender programme, award and implement a new contract for the ICESS service by 1st April 2021
   iii. Delegate authority to award a new contract and all associated documents to the Director Joint Commissioning in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Director of Finance. The officer with delegated authority will seek agreement for the decision to award with BSW CCG.

Reason for Proposal(s)

1. The purpose of this paper is to provide an update to Cabinet on the joint procurement process between Wiltshire Council and NHS for Integrated Community Equipment and Support Services and sets out the approach that is being taken, including an indicative timetable for the procurement and scope of services.

2. Cabinet is asked to authorise the extension of the existing contract with Medequip in relation to ICESS (as set out in paragraph 1.3) to give sufficient time to engage with the market and complete a tender process that delivers value for money through the new contract.

3. This report is seeking approval to delegate authority to award contract, in relation to the services being commissioned by Wiltshire Council (as set out in paragraph 1.3 below).

Chief Executive Officer: Terence Herbert

Wiltshire Council

Cabinet

14 July 2020

Subject:	Recommissioning and Procurement of Integrated Community Equipment and Support Service (ICESS)
Cabinet Member:	Cllr Simon Jacobs - for Adult Social Care, Public Health and Public Protection
Key Decision:	**Key**

1 Purpose of Report

1.1 This report makes proposals to Cabinet which support the successful re-tender and contract award for a new integrated community equipment and support service (ICESS).

1.2 The resulting contract will deliver services commissioned under the Better Care Fund and within scope of Section 75 (S.75) arrangements between Wiltshire Council and the NHS, through Bath & North East Somerset, Swindon and Wiltshire Clinical Commissioning Group (BSW CCG). Therefore, the report includes the governance arrangements to ensure clear and timely decision making between the organisations.

1.3 This report makes the following specific proposals to Cabinet:

i. That existing contractual arrangements with Medequip are extended by 10 months to 31st March 2021
ii. That officers continue to undertake the tender programme, award and implement a new ICESS contract and service by 1st April 2021
iii. To delegate authority to award a new contract and all associated documents, to the Director Joint Commissioning in consultation with the Cabinet Member for Adult Social Care, Public Health and Public Protection and the Director of Finance. The officer with delegated authority will seek agreement for the decision to award with BSW CCG.

1.4 The report also identifies the recent background to the previous unsuccessful tender for these services and demonstrates that the outcome from that previous tender has been considered and informs the current project.

2 Relevance to the Council's Business Plan

2.1 The proposals within this report resonate strongly with the vision and priorities of the Council's Business Plan (2017-2027), most notably in protecting the vulnerable:

i. ICESS has a key role in prevention: avoiding hospital admissions and offering tangible, additional support to carers.
ii. Using integrated health and social care arrangements (Better Care Fund and S.75) to more effectively manage demand on the local care and health system.
iii. A more personalised, targeted approach to supporting complex cases.
iv. By supporting reduced package costs and enabling more effective use of existing capacity in the wider social care and health workforce, ICESS services help Wiltshire Council and BSW CCG get '*the right services to the right people at the right time'*.

3 Background

3.1 About ICESS

3.1.1 These services are an essential part of the future care system. They support other developments which improve the health and wellbeing and independence outcomes of customers, including asset based social care practice and outcomes-based commissioning.

3.1.2 The aim of ICESS is to enable customers and/or their Carers to access a range of equipment, products and minor adaptations according to assessed need. A fundamental principle of the service is to promote and enable customers to continue living independently and in their own homes and communities. An overview of current service performance is attached as Appendix 3.

3.2 Statutory Requirements

3.2.1 NHS and Local Authorities in England have a responsibility to provide children and adults with aids, equipment and adaptations to support people with daily living, disabilities, nursing or medical needs. Depending on the type of need and the age of the person requiring support, different legislation can apply.

3.2.2 Social Care: Section 2(1) of the Care Act (2014) requires a Council to provide or arrange for the provision of services, facilities or resources (or take other steps) which it considers will contribute towards preventing, delaying or reducing the needs for care and support of adults or for support to carers.

3.2.3 In respect of children's social care services, Councils have a duty under Section 2 of the Chronically Sick and Disabled Persons Act (1970) to provide practical assistance and additional facilities designed to secure greater safety, comfort or convenience to those people assessed as needing them.

3.2.3 NHS Services: Section 3 of the NHS Act (2006) states that CCGs must arrange for provisions – "*to such extent as it considers necessary to meet the reasonable requirements" of the local population it is responsible for. This includes the provision of "such other services or facilities for the prevention of illness, the care of persons suffering from illness and the after-care of persons who have suffered from illness as the group considers are appropriate…*".

3.2.4 Section 56 of the National Framework for NHS Continuing Healthcare and NHS-funded Nursing Care (October 2018) outlines the responsibility for equipment and adaptations where an individual is eligible for NHS Continuing Healthcare and is in their own home.

4 Main Considerations for the Council

4.1 Intended Scope and Criteria for the Tender

4.1.1 To meet the varying statutory duties across health and social care organisations, the Wiltshire ICESS model will include the following service elements:

i. Home nursing equipment such as beds, mattresses and commodes
ii. Equipment for daily living such as shower chairs and raised toilet seats
iii. Moving and handling equipment such as hoists and slide sheets
iv. Pressure relieving equipment such as cushions and mattresses
v. Continence products including all products on an agreed formulary
vi. Minor Adaptations such as grab rails, access rails and concrete ramps
vii. Mobility Aids such as walking frames and walking sticks
viii. Assessment equipment for demonstration and assessment purposes
ix. Wheelchair loans and accessories for both adults and children
x. Paediatric equipment seating, bathing, mobility aids and moving and handling
xi. Retail and demonstration facilities – to promote self-care and private funder options

4.1.2 Customers and/or their Carers include people of all ages with a Wiltshire General Practitioner (GP) and those living in the Wiltshire Local Authority area. Provision is made for self-assessment with advice on purchasing and rental options for those who wish to access services independently of Commissioners.

4.2 Pricing and Value for Money

4.2.1 The need to facilitate timely hospital discharges and to support more people within the community has increased the need for efficient, appropriately resourced equipment services. Referrals into the ICESS service have subsequently grown. This increase in demand is expected to continue. There is evidence to show that where equipment may avoid or reduce the need for support on more costly long-term interventions (such as homecare and care home placements), investment in such services is beneficial.

4.2.2 A thorough procurement analysis of service models and options will be completed. The successful tenderer will be decided on criteria which evaluates both cost and quality and demonstrates the requirements of Best Value.

4.2.3 The outcome of the previous procurement has informed the approach to evaluation. Work is being completed to better understand whole life cost models for equipment and the cost quality ratios.

4.3 Market Readiness

4.3.1 The widespread impact of the COVID-19 pandemic has reprioritised activity across all parts of the care sector. Many organisations, including the incumbent contractor, Medequip, have raised concerns on the impact of COVID-19 on their business model and readiness to engage in a tender exercise at this time.

4.3.2 The community equipment provider market is a narrow one. Officers intend to arrange preliminary market consultation with operators in the market to support and inform planning and conduct of the procurement. The intention is to obtain views on market readiness during the recovery stage of COVID-19. Care will to be taken when undertaking market consultation to ensure fair and transparent discussions.

4.4 Governance and Integrated Commissioning Arrangements

4.4.1 The Council is the lead commissioner for the ICESS tender under S.75 arrangements with BSW CCG. The S.75 sets out how the parties will work together to manage the contract and deal with any risks or liabilities during the lifetime of the contract.

4.4.2 Wiltshire's Joint Commissioning Board (JCB) will consider a proposal for inter-organisational governance for the ICESS project.

4.4.3 Robust project management arrangements have been established. A project group manages the day-to-day running of the tender project. Project leadership is through a senior commissioner for the Council, with representation from BSW CCG and additional capacity from across commissioning and the Council's corporate services.

5 Overview and Scrutiny Engagement

5.1 The Chairman and Vice-Chairman of the Health Select Committee were given a briefing on 15th June 2020. The members' main concerns were around the legality of the tender being questioned, however, officers provided assurances that this process was in line with legal advice.

5.2 Additionally, the members suggested that outcomes-based results around the recycling of equipment ought to be investigated. This would see the service deliverer being responsible for monitoring and recycling equipment and could lead to greater value for money, as well as a more efficient service in the long-term. Alongside this, the members suggested that Council Officers carry out a formal monthly service check on the capital products in the community, with partners encouraged to follow the same approach.

6 Safeguarding Implications

6.1 Current contract arrangements with the ICESS provider contain robust safeguarding measures in line with Council and CCG policy. Contracts give clear direction on how and when to raise a safeguarding alert to avoid

any confusion about who will do this and/or assumptions that someone else will raise the alert.

6.2 Contracts also ensure that any issues relating to child protection are identified and appropriate referral made to children's services. Any new service specification will continue to include these robust measures.

7 Public Health Implications

7.1 The current service specification is underpinned by public health data and evidence from the Joint Strategic Needs Assessment (JSNA). With relevant Key Performance Indicators commissioners ensure the services being delivered are effective and efficient to meet the needs of the people of Wiltshire.

7.2 The extension of this contract would benefit the overall health and wellbeing outcomes of people in terms of service continuity and reducing the risk that their health and care outcomes could be compromised if the service was not in place.

7.3 As part of the recommissioning route, public health colleagues will support the development of the specification for optimum service coverage and delivery.

8 Procurement Implications

8.1 Operation of the rolling Extension Mechanism in the current Contract

8.1.1 The Council, following its own internal exemption governance, is seeking to operate a three-month rolling extension clause contained within the current contract for ICESS.

8.1.2 In operating this extension, the Council is relying on regulation 72 of the PCR 2015, which stipulates that contracts may be modified without a new procurement in certain circumstances. Regulations 72(1) (a), (b) and (d) can be ruled out from the outset as the requirements are not met.

8.1.3 The Council would seek to rely on Regulation 72(1)(c) for this extension. There is a risk of challenge by a supplier to this approach, but the risk is mitigated by the new procurement and proposed new contract in March 2021. A challenge by a supplier in such circumstances is unlikely to be economically worthwhile for the supplier.

8.2 Implications relating to the new Procurement

8.2.1 The Council will follow a robust process in line with the Public Contract Regulations 2015 and owing to the value of the resulting contract the procurement will follow a full OJEU (Official Journal of the European Union) process.

8.2.2 The advertisement of the procurement opportunity should stimulate the market and will seek to invite competitive bids from all interested and capable operators of such services.

8.2.3 It should be noted that the previous procurement conducted in 2019 was halted following a challenge from an unsuccessful bidder and a review of the procurement. This demonstrates the appetite in the market for challenge (as well as its competitive nature). Any new procurement will build on lessons learned and seek to mitigate any future risk of challenge.

9 Equalities Impact of the Proposal

9.1 An overview of the Equalities Impact Assessment (EQIA) is attached as Appendix 2.

9.2 The recommissioning of ICESS will support equitable access to any individual to health and social care community equipment and adaptations. The specification of future services will state that providers are expected to demonstrate social value.

9.3 Commissioners will require the provision of services which take account of and are committed to ensuring that the organisation values diversity and promotes equality and inclusivity on all aspects of its business.

10 Environmental and Climate Change Considerations

10.1 The tender evaluation criteria and contract terms and conditions will include sections on environmental and climate change impact to ensure this is appropriately considered.

10.2 Energy consumption associated with the service area will remain roughly at current levels due to the scope of the service unchanging. Annual reviews of the providers operations will place requirements on the provider to make ongoing improvements in this area and in the day to day environmental management of the service.

10.3 Carbon emissions will be managed through energy efficient options, some of which are:

i. Recycling of equipment to reduce scrapping levels and the purchase of new products (target 90%)
ii. Reduction of homecare services through the use of equipment (reducing home care worker travel)
iii. Smart logistics systems to calculate most effective delivery/collection routes

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

11.1 This report's proposals offer the most effective mitigation to the following known risks:

i. ICESS being delivered outside of formal contract term.
ii. Service interruptions created by starting a new contract over the winter period at a time of peak demand for the care and health sector.
iii. Undertaking an emergency procurement, which would lack the required time to create a robust opportunity.

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

12.1 A risk and issues log is in place and regularly reviewed through the project group; enabling potential risks and mitigations to be identified and implemented. This is a live document which allows risks and mitigations to be continually revised as the project develops.

12.2 There is still a risk of challenge from providers; both to the extension of the current contract as well as the tender process and outcome. However, the impact and likelihood of these risks will be reduced by early and transparent engagement with providers, noted under 4.3. This same engagement offers an opportunity to assess providers' appetite and readiness for a new tender as well as the potential impact of COVID-19 on pricing and availability.

12.3 As with all projects of this nature, securing consistent project and oversight resources from across Council and CCG functions to take forward project activity will be important to delivering the project to the required standard within the indicative project timeline (see appendix 1). Oversight functions identified will ensure that the outcome of the previous tender exercise is properly taken into account in technical procurement documentation before the new tender is published.

13 Financial Implications

13.1 Total expenditure on the ICESS equipment contract equated to £6.656m in 2019/20. This is split £1.854m for Wiltshire Council and £4.802m for the CCG.

13.2 The service sits within the Better Care Fund, with each partner responsible for funding its respective share of the pooled arrangement. Contributions are determined by which organisation is responsible for individual purchases at customer level.

13.3 The value of the exemption, if approved, is £2.218m. This is split £0.618m for Wiltshire Council, and £1.601m for the CCG.

13.4 It is not possible to estimate whether the delay costs or saves money without knowing what the outcome of the tender exercise would have been. However, given paragraph 4.3.3 above, which refers to the market as narrow, it would not be unreasonable to consider that the cost of the new contract would be broadly similar to the current contract, and therefore that a short delay to that procurement process does not represent a missed opportunity for savings.

14 Legal Implications

14.1 As noted above, the previous procurement was halted. Care will need to be taken to ensure the extension, new procurement and contract are compliant with the Public Contracts Regulations 2015 and any risk mitigation factors are considered and implemented, where appropriate.

Legal advice and support has been provided and will continue to be provided on these matters.

15 Workforce Implications

15.1 These proposals relate to a continuation of current activity which is delivered through external suppliers. So, there is little-to-no direct impact on Council or CCG employed staff.

15.2 Community equipment plays an important role in the delivery of care and support services. In improving outcomes for vulnerable people, it enables existing capacity in the wider social care workforce (largely operated by private companies) to be used to best effect for those that need it the most.

15.3 If the incumbent provider is not successful in the new tender then TUPE would apply. However, while the Council would be an interested party, any transfer of staff would be a matter between the incumbent and new provider.

16 Options Considered

16.1 Previous attempts to contract for ICESS on a wider footprint, namely across the BSW CCG area alongside B&NES and Swindon have been considered but discounted, due to:

i. The respective local authority areas being at different stages in their commissioning cycle. These were not able to be aligned.
ii. Additional complexity of service delivery arrangements in B&NES such as the prime provider contract with Virgin Care.

16.2 The option to bring the service in-house had been considered. It was felt that the expertise required in community equipment management and delivery logistics is not held at this time. There is adequate flexibility within specifications and terms and conditions for contracted providers to meet the changing demands on the service.

17 Conclusions

17.1 All of the above information has been taken into account in establishing this report's proposals.

Helen Jones (Director - Joint Commissioning): Helen Jones – Director Joint Commissioning

Report Author: Jessica Mitchell, Senior Commissioner, Jessica.mitchell@wiltshire.gov.uk; 01225 712755 EXT 12755
Date of Report: 26.07.20

Appendices
Appendix 1 – Indicative Project Timeline
Appendix 2 – Equalities Impact Assessment (EQIA)
Appendix 3 – Current Service Performance

Appendix 1 - Indicative Project Timeline

Task Name	Date
Health Select Committee (informal briefing)	15/06/2020
Exemption Panel (Reg 72)	17/06/2020
ICESS Project Board (15/06/20 - 01/12/20 (Fortnightly))	15/06/2020
ICESS Project Group (15/06/20 - Tue 01/12/20 (Weekly))	15/06/2020
ICESS Workstreams (15/06/20 - Tue 01/12/20 (Weekly))	15/06/2020
Stakeholder Engagement Plan	17/06/2020
Project Initiation Document (PID) sign off	17/06/2020
Joint Commissioning Board (JCB)	18/06/2020
Outline Business Case - Stage 1 (Business Justification) sign off	03/07/2020
Cabinet Meeting (Call-in Mon 27/07/20)	14/07/2020
Hold Market Engagement Session	16/07/2020
Final Business Case - Stage 2 (Delivery Strategy) sign off	20/07/2020
OJEU Publication (2 days)	30/07/2020
Tender Stage (03/08/20 - 18/09/20)	03/08/2020
Evaluate Selection Questionnaire (21/09/20 - 25/09/20)	21/09/2020
Tender Evaluation (28/09/20 - 23/10/20)	28/09/2020
Procurement Evaluation Report (27/10/20 - 13/11/20)	27/10/2020
Procurement Evaluation Report - Stage 3 (Investment Decision) sign off	13/11/2020
Standstill Period (16/11/20 - 30/11/20)	16/11/2020
Mobilisation Period (01/12/20 - 28/02/21)	01/12/2020
New service start date	01/03/2021
Annual Service Review - Stage 4 (Value Review)	01/03/2022

Appendix 2 - Equalities Impact Assessment (EQIA)

Section 5 **Conclusions** drawn about the impact of the proposed change or new service/policy
The recommissioning of ICESS will support equitable access to any individual to health and social care community equipment and adaptations. The specification of future services will state that providers are expected to demonstrate social value. Commissioners will require the provision of services which take account of and are committed to ensuring that the organisation values diversity and promotes equality and inclusivity on all aspects of its business.

Section 6 How will the outcomes from this equality analysis be **monitored, reviewed** and **communicated?**
The performance for both the Council and CCG is monitored by the ICESS Contract Monitoring and Review Group (CMRG) and this will continue during the lifetime of the new contract. CMRG is attended by commissioners and prescriber representatives and is responsible for the continual develop of ICESS and will work with the provider to identify and implement opportunities for improvements in service delivery.

Appendix 3 – Current Service Performance

The current ICESS contract covers a range of provision which can be broadly defined under three headings:

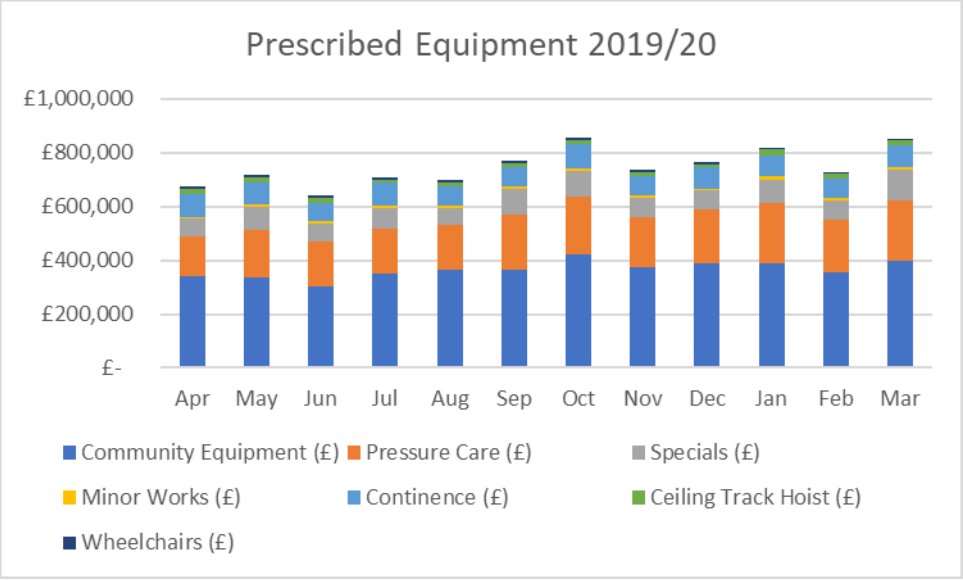
- **Community Equipment & Minor Adaptations** special seating, shower chairs, hoists, ramps, grab rails, etc.
- **Continence Products** a cyclical delivery service to people living in their own homes, which includes people living in Care Homes
- **Pressure Area Care** mattress overlays, foot protectors, chair cushions, etc.

Following an assessment of a person's need, authorised prescribers from Health and Social Care can access a variety of equipment and services from our ICESS provider, currently the prime provider is Medequip.

A prescriber may request non-stock equipment, that does not form part of the equipment catalogue, in cases where a person's needs require more complex equipment to support them, and these products are treated as 'specials'.

The current service model gives commissioners credit for stock items that can be recycled (the collection, cleaning, repair and storage of equipment for reuse). Specials are the property of the commissioner, whether in the customer home or returned to stores, and although a credit is not received the existing agreement allows for the storage of these products at no cost.

During 2019/20 the total cost of prescribed equipment was £8,969,571, the breakdown of type of equipment/product is detailed in the graph below:

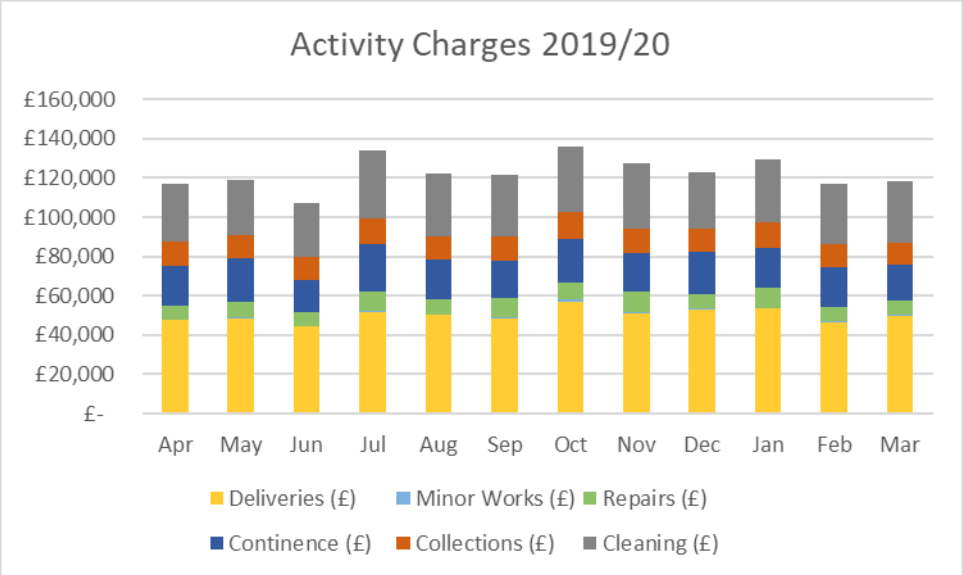


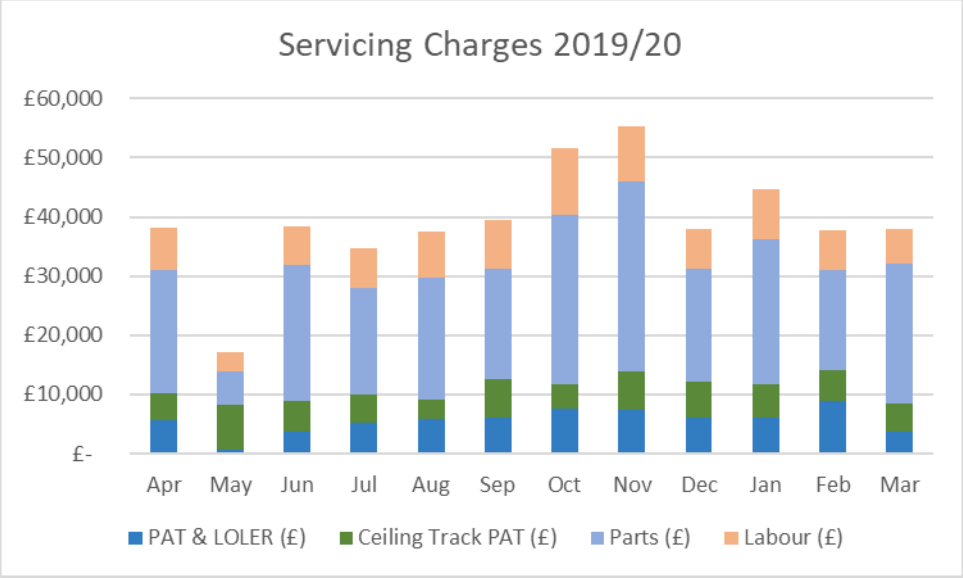
During the same period, the level of equipment that we could collect and receive credit for was £4,858,359.

Within the current service, activity charges are applied on a variety of works, additional to the cost of the equipment, as detailed below:

Activity	Options
Delivery or Collection to one address (excluding or including fitting or installation requirement)	Same Working Day
	Urgent: (within 1 working day of receipt of request)
	3 Day: (within 3 working days of receipt of request)
	Planned: (within 5 working days of receipt of request)
	Out of Hours: (required out of agreed working hours)
Delivery or Collection to Peripheral Stores	Planned: (within 5 working days of receipt of request)
Continence	Scheduled delivery to Care Home
	Planned: (within 5 working days of receipt of request) to customer address
Specials fee	10% of purchase price
Ceiling Track Hoist (nonmodular and not inclusive of site visit)	Installation
	De-installation
	Service/Maintenance
Servicing / Maintenance	Routine Inspection Charge
	Portable Appliance Testing (PAT) Charge
	Lifting Operations and Lifting Equipment Regulations (LOLER) Charge
Recycling	Categories A (most complex) to D
Minor Adaptations & Repairs	Administration fee (% of cost)
	Working Hours, first hour (per 15 minute thereafter)

During 2019/20 the total cost of activity charges amounted to £1,471,849 and servicing at £470,502 the breakdown of type of activity and servicing is detailed in the graphs below:




Servicing Charges 2019/20
£60,000
£50,000
£40,000
£30,000
£20,000
£10,000
£-
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
PAT & LOLER (£)
Ceiling Track PAT (£)
Parts (£)
Labour (£)

Wiltshire Council

Cabinet

14 July 2020

Subject:	**Statement of Community Involvement**
Cabinet Member:	**Cllr Toby Sturgis Cabinet Member for Spatial Planning, Development Management and Property**
Key Decision:	**Key**

Executive Summary

The Statement of Community Involvement (SCI) is a statutory document that must be reviewed every five years. The Council's current SCI was last updated July 2015 and while it generally remains, fit for purpose, since then further legislative changes have been made about its content that need to be considered.

The SCI has therefore been reviewed to bring it into compliance with legislation and improve its format. It will allow for communities, stakeholders and the public to understand how to participate in planning matters and has been written in a format to provide information on when engagement will take place, how it will take place and how comments made will be used. It takes into consideration communication and engagement through social media and digital platforms, as well as more traditional methods and reflects the desire of the Council to encourage people to engage in place shaping for their communities through early engagement in plan making and on planning applications.

In addition to the revised SCI, temporary arrangements also need to be put in place in the light of the COVID-19 situation and to ensure that plan-making and decision making on planning applications can continue, and community engagement is reasonable and effective in these circumstances.

The SCI temporary arrangements set out, where necessary, amendments to the SCI to promote effective community engagement by means which are reasonably practicable while adhering to government guidance targeted at controlling the spread of COVID-19.

Adoption of the revised SCI and temporary arrangements is timely, as it will enable the consultation on the Local Plan review programmed this year to take place on the in accordance with an up to date SCI.

Proposal(s)

That Cabinet:

(i) Approves the Statement of Community Involvement as set out in **Appendix 1**.

(ii) Approves the Statement of Community Involvement 'Temporary Arrangements' as set out in **Appendix 2**.

(i) Recommends to 21 July 2020 Full Council that the Statement of Community Involvement and Temporary Arrangements, as set out in (i) and (ii) above are adopted.

(ii) Recommends that Full Council, delegates authority to the Director for Economic Development and Planning in consultation with the Cabinet Member for Spatial Planning, Development Management and Property to: make amendments to (i) and (ii) in the interests of clarity and accuracy before publishing it on the Council's website; and determine when the Temporary Arrangements in (ii) cease to have effect.

Reason for Proposal(s)

To ensure that a revised SCI is in place that meets legislative requirements, is up to date and fit for purpose. Alongside adoption of the SCI, temporary arrangements will need to be in place, until they are no longer needed, due to the COVID-19 situation to ensure community involvement continues to take place in a safe way.

Terence Herbert
Chief Executive Officer

Wiltshire Council

Cabinet

14 July 2020

Subject: **Statement of Community Involvement**

Cabinet Member: **Cllr Toby Sturgis Cabinet Member for Spatial Planning, Development Management and Property**

Key Decision: **Key**

Purpose of Report

1. To:

   (i) Approve a revised Wiltshire Statement of Community Involvement, which sets out how the Council will engage with the community and stakeholders on planning matters;

   (ii) Approve Temporary Arrangements to (i) in response to COVID-19.

   (iii) Recommend that Council on 21 July 2020 formally adopt the revised Statement of Community Involvement and Temporary Arrangements.

   (iv) Recommends that Full Council, delegates authority to the Director for Economic Development and Planning to: make minor amendments to (i) and (ii) in the interests of clarity and accuracy before publishing it on the Council's website; and determine when the Temporary Arrangements in (ii) cease to have effect

Relevance to the Council's Business Plan

2. The Wiltshire Business Plan 2017-2027 seeks to create strong communities in Wiltshire both through the delivery of growth to provide resilient and sustainable places, and to enable those who live, work and do business in Wiltshire to shape their communities themselves.

3. Wiltshire Council's Statement of Community (SCI) Involvement has community involvement in place-shaping at its heart. It sets out when and how communities and stakeholders can be involved in the Council's planning duties for the future use of land in its area.

Background

4. The existing SCI was adopted by Council on 14 July 2015 (papers can be accessed via this link).

5. The SCI sets out how the Council will engage with the community and stakeholders on plan making and decision taking on planning applications. It is

a statutory document that the Council, as Local Planning Authority, is required to prepare and keep up to date.

6. The SCI is a statutory document which the Council is required to prepare under Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended) and whilst this is a required document to support plan making and decision taking on planning applications, there is no prescribed format, nor is there any requirement to consult when reviewing and updating an SCI[1].

7. Since the 2015 SCI was adopted, changes to legislation have been made requiring SCIs to be reviewed every five years from the date of adoption. In addition, the Neighbourhood Planning Act 2017 introduced new provisions requiring the SCI to set out the local planning authority's policies for giving advice and assistance for the preparation of neighbourhood plans.

8. The Government's planning practice guidance in response to the COVID-19 pandemic advises that:

   "*Local planning authorities will need to assess their Statements of Community Involvement to identify which policies are inconsistent with current guidance on staying at home and away from others or any superseding guidance*"; and "*should then make any temporary amendments that are necessary to allow plan-making to progress, and that continue to promote effective community engagement by means which are reasonably practicable*."

9. For decision making, the guidance also reflects temporary regulations for publicity arrangements in relation to planning applications and consents that provide local planning authorities with greater flexibility.

Main Considerations for the Council

10. The current SCI was adopted on 14 July 2015 and is thus reaching its five year anniversary. With the proposed consultation on the Local Plan Review this year, this updated version of the SCI is considered timely.

11. The revised SCI is set out at **Appendix 1**. There are no major changes to the content from the adopted 2015 version, which continues to provide a basis for the SCI. Changes are made to:

    (i) the layout and form of the document to make it easier to understand and use;

    (ii) the engagement methods to reflect the wider use and potential of social media and digital communication, as well as more traditional forms; and

    (iii) reflect the latest legislation and guidance contained in the Government's planning practice guidance, in particular the support of the Council in relation to neighbourhood planning.

[1] Planning Practice Guidance Plan-making https://www.gov.uk/guidance/plan-making. Paragraph 035 Reference ID: 61-035-20190723

12. In addition to the revised SCI, temporary arrangements also need to be put in place in the light of the COVID-19 situation and to ensure that plan-making and decision making on planning applications can continue, and community engagement is reasonable and effective in these circumstances. The interim arrangements are set out at **Appendix 2** and will sit alongside the SCI temporarily replacing some of the policies within it. The main alterations for plan making relate to face to face engagement methods and the availability of hard copies at deposit points. For decision making, these reflect the methods that have been in place already in line with the temporary regulations.

13. For all consultations and community involvement, the Council will carefully consider whether it is safe, feasible and appropriate to carry this out in a way that does not prejudice the ability of people to be engaged in terms of fairness and equality.

Overview and Scrutiny Engagement

14. The Chairman and Vice-Chairman of the Environment Select Committee were given a briefing on 1 July 2020 on the general principles underlying the SCI and temporary arrangements under COVID-19, which they agreed with. It was noted that the detailed papers will be published in the Cabinet agenda.

Public Health Implications

15. Planning has, at its heart, sustainable development to meet the employment, housing and infrastructure needs of the community to help foster their wellbeing; and has potential to reduce the inequalities that impact negatively on the health of the population. Well planned development, with high quality design, open space, recreation facilities and appropriate infrastructure all supports healthy communities. Engaging with the community and stakeholders, including public health bodies, will ensure that their views and needs are taken into consideration in plan making and decisions about how places are shaped.

16. The temporary amendments to the SCI are in direct response to the COVID-19 situation and designed to ensure that consultation is undertaken in a safe way having regard to national guidance. These arrangements will need to remain in place until such time as it is safe to return to the full SCI.

Procurement Implications

17. There are no direct procurement implications arising from this report.

Equalities Impact of the Proposal

18. The purpose of the SCI is to ensure that everyone who wishes to has the ability to be engaged in and to help shape the areas in which they live and work through both plan making and in decisions made for individual planning applications. The SCI recognises the Equality Act 2010, and that the Council will promote equality and diversity in undertaking its duties and not unfairly discriminate against anyone who wishes to participate in the planning system

Environmental and Climate Change Considerations

19. The SCI will ensure a variety of stakeholders, including environmental bodies, and members of the community are involved in plan making and planning decisions; enabling their views on such matters to be taken into consideration. Digital methods of communication and engagement has benefits e.g. reducing the need to travel.

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

20. It is important that Wiltshire maintains an up to date SCI setting out how the community will be involved in planning. This is a legislative requirement and failure to maintain an up to date SCI could result in intervention by the Secretary of State.

21. If the SCI is not updated, the Council will not have a clear set of consultation procedures for the Local Plan review, other development plan documents or for planning applications which comply with the latest legislation. An update is now due as the adopted SCI must be reviewed every five years.

22. The Council is required to demonstrate that it has complied with an up to date SCI during the examination of development plan documents. A revised SCI is needed in time for the consultation on the Local Plan review due to commence this year.

23. Putting the temporary arrangements in place alongside the SCI will ensure that community involvement can occur in a way that is safe to do so during the pandemic consistent with guidance.

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

24. If the SCI and temporary arrangements are approved and recommended for adoption by full Council, the Council will need to comply with them in undertaking related consultations. The SCI should be monitored, and further reviews may be appropriate in advance of it being five years old.

25. The temporary arrangements will need to cease when it is safe to do so in line with government guidance about COVID-19, and the full SCI used as intended.

Financial Implications

26. Updating the SCI will ensure that the Council can undertake consultation on planning matters in the most efficient and effective way, helping ensure that the financial costs of consultation can be minimised. For plan making this means having enough flexibility to develop appropriate consultation strategies proportionate to the plan that is being prepared.

Legal Implications

27. Section 18 of the Planning and Compulsory Purchase Act 2004 (as amended) provides that a Local Planning Authority must prepare a SCI. The SCI is also prepared to secure compliance with the Town and Country Planning (Local Planning)(England) Regulations 2012 and with regard to requirements of the National Planning Policy Framework and Planning Policy Guidance.

28. The Neighbourhood Planning Act 2017 (Commencement No3) Regulations 2018 brought in force changes required to be made to SCIs prescribed by the Neighbourhood Planning Act 2017 (namely sections 6 and 13 of the Act which amended section 18 Planning and Compulsory Purchase Act 2004.)

29. Updating the SCI will ensure that the Council is compliant with Regulation 10A Town and Country Planning (Local Planning) (England) Regulations 2012 for a 5 year review of the current SCI and new requirements which came into force since the 2015 SCI was adopted.

Workforce Implications

30. The SCI and temporary arrangements will have workforce implications for services across the Council particularly in the Directorate of Economic, Development and Planning, in so far as they will need to ensure they implement the SCI consistent with their duties.

Options Considered

31. The options for the Council are limited given that there is a statutory requirement to review the SCI every five years and that review is now due. In addition, there is an immediate need to ensure that there are temporary arrangements in place that adapt the SCI to the current COVID-19 situation to ensure community involvement takes place in a safe way.

Conclusions

32. There is a requirement to review the SCI every 5 years to ensure it remains robust and fit for purpose. The current SCI is generally considered to be fit for purpose but a change in format to make it easier to use, and revisions are needed to reflect the latest legislative requirements and communication methods. The updated SCI will ensure that the best use of resources is made, both in terms of financial and staffing resources to ensure efficient and effective plan and decision making; and so that consultation can be meaningful and appropriate, particularly with the local community.

33. On adoption the revised SCI will not be able to be brought into full effect immediately due to the ongoing restrictions around the COVID-19 situation and the need to involve the community and stakeholders in plan making and planning decisions in a safe way. In these circumstances, a second document setting out temporary arrangements should also be adopted.

Sam Fox (Director - Economic Development and Planning)

Report Author: Georgina Clampitt-Dix, Head of Spatial Planning, georgina.clampitt-dix@wiltshire.gov.uk, Tel: 01225 713472

Date of report: June 2020

Appendices

Appendix 1: Wiltshire Council Statement of Community Involvement, June 2020

Appendix 2: Wiltshire Council, Statement of Community Involvement - Temporary Arrangements, June 2020

Background Papers

None

Statement of community involvement

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DM-820_533_ONLINE Image from Getty (modified from original)

June 2020

Wiltshire Council

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Please contact the council on **0300 456 0100**, or by email on
customerservices@wiltshire.gov.uk

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customerservices@wiltshire.gov.uk

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Statement of Community Involvement

June 2020

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1. Introduction

1.1. Planning affects us all, shaping the places we work and live along with the services and facilities we use. Planning decisions shape our lives and it is important that everyone can comment on and be involved in making these decisions. We need residents, businesses and other organisations to use local knowledge and expertise to help shape places and provide ideas as to what works well and what doesn't work as well so that we understand what you feel is best when making decisions in Wiltshire.

1.2. Wiltshire Council, as the local planning authority, must maintain a Statement of Community Involvement (SCI). The SCI is a legal requirement under the Planning and Compulsory Purchase Act 2004 and sets out how we will engage with our local communities and stakeholders on planning matters including both plan-making and decision taking.

1.3 We will work with local communities, businesses and other interested parties so that everyone can be well informed and understands how they can contribute, engage with and influence planning policy and decisions on planning applications.

1.4. Although this is a planning document the principles in the Statement of Community Involvement will also steer consultation on other relevant plans and policies such as the Local Transport Plan (LTP) and the Community Infrastructure Levy (CIL).

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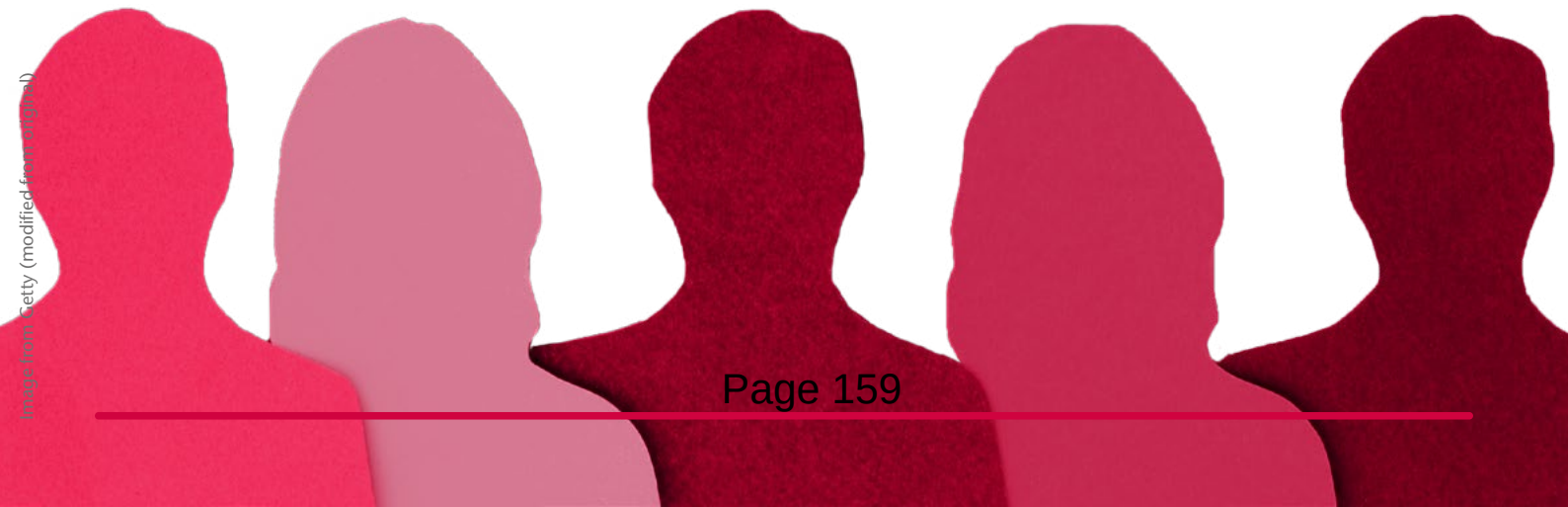

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2. The planning system

2.1. The local planning authority is responsible for deciding where and how development takes place under a planning policy framework, made up of national policy (the National Planning Policy Framework and Planning Practice Guidance) and local policy as set out in their Local Plans and, the parish and town council's, Neighbourhood Plans. Policies in these plans are collectively known as the development plan.

2.2. The planning system is plan-led and decisions are made in line with the development plan, prepared in accordance with national policy, unless material considerations suggest otherwise. Our consultation approach therefore seeks local people to be involved in both shaping local policy, which is the starting point for making decisions, and in decision making on individual planning applications.

Plan Making and Place Shaping:

Development Plan Documents (DPDs)

2.3. The Planning and Compulsory Purchase Act 2004 requires all local planning authorities to prepare what is called a 'development plan', referred to as development plan documents (DPDs).

2.4. Development plans can consist of an individual document or a series of planning documents however, taken together, these documents form the Local Plan for an area and provide a vision and framework for its future development. More specifically the documents must set out our priorities for land use and development and provide a comprehensive set of policies to address both strategic priorities and non-strategic planning matters across Wiltshire.

2.5 Our Local Development Scheme sets out the programme for development plan document preparation. It provides a starting point for the community and stakeholders to find out what documents are being prepared, timeline for their preparation and consultation opportunities.

Supplementary Planning Documents (SPDs)

2.6. Local planning authorities can choose to develop separate documents to provide additional detailed guidance and principles for development, to amplify the policies set out in DPDs. SPDs can be used to provide further guidance for development on specific sites or on a particular issue, such as design. SPDs are a material consideration and must be considered when making planning decisions.

Development Management:

Planning Applications

2.7. Planning applications are required where specific development is being undertaken at a specific location, which can range from householder extensions to their homes to proposals for larger schemes such as new shopping centres, offices and housing developments. These applications must be submitted for determination in accordance with the policies set out in the development plan alongside other material considerations.

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Community engagement requirements

2.8. There are different requirements for consultation for each of these areas of planning and this SCI sets out who we will consult with and how we will do this.

2.9. Further information in relation to both plan making and planning applications can be found on our website **www.wiltshire.gov.uk**

2.10. If you still have questions the teams can be contacted via email and phone as outlined below.

For plan-making
spatialplanningpolicy@wiltshire.gov.uk
01225 713223

For planning applications
developmentmanagement@wiltshire.gov.uk
0300 456 0114

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3. Who do we consult?

3.1. We are committed to open and honest dialogue with the community and try to include as many groups, organisations and individuals in the planning process as possible. This section details who we consider to be the Wiltshire community and how we will consult.

Plan Making and Policy formulation

3.2. 'Our community' means residents, businesses, community and interest groups, town and parish councils, landowners, developers, adjoining local authorities, government agencies and any other individuals, groups and organisations interested in the development and use of land in Wiltshire. We have developed a list of consultees based on our past experience and previous consultation exercises. This list draws on central government advice, previous local plan making and other community planning processes. Anyone can request to be added to or removed from the list at any time by contacting the team as listed above.

3.3. The Town and Country Planning (Local Planning) (England) Regulations 2012 (Regulation 18) sets out requirements for the consultation process in relation to plan-making and we must consult with certain bodies for some matters.

3.4. As well as these required bodies we also consult with "such residents or other persons carrying on business in the local planning authority's area from which the local planning authority consider it appropriate to invite representations" .

3.5. Sometimes issues will have a very localised impact within a certain parish or group of parishes, so consultation is carried out an area basis rather than with the whole Wiltshire community when this happens. This is subject to fulfilling the minimum legal requirements.

Planning Applications

3.6. For individual planning applications we are required to undertake a formal period of public consultation, prior to a decision. Article 15 of The Town and Country Planning (Development Management Procedure) (England) Order 2015 sets out requirements for the consultation process in relation to the different types of planning applications and any publicity necessary, for example when work affects a Listed Building. These are the minimum requirements which must be adhered to and will vary according to the scale, type of application and its location. Further information on the legal requirements for publicity can be found at www.legislation.gov.uk/uksi/2015/595/contents/made

Our Existing Community Links

3.7. We have established strong links with communities through the Area Boards to inform decisions and shape local services.

3.8. There are 18 Area Boards across Wiltshire who provide a valuable way of identifying local priorities, discussing proposals, collecting evidence, publicising information and involving the community and its elected representatives in the development of plan and policy making.

3.9. The Area Boards have extensive links with town and parish councils, representatives of business, the voluntary sector, local people and community leaders, to develop community led-action plans which can form part of the evidence base

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for the Local Plan.

3.10. There are a range of strategic partnership bodies that we work with to develop more specific strategies and actions to improve the wellbeing of the people of Wiltshire. Examples include the Swindon and Wiltshire Local Enterprise Partnership, the North Wessex Downs Area of Outstanding Natural Beauty Council of Partners and the Stonehenge and Avebury World Heritage Site Partnership.

3.11. Town and parish councils are the most local tier of democratic representation, providing a key link with local communities and are important consultees both for plan making and informing decisions on planning applications through providing important local knowledge. Town and parish councils also have the power to prepare neighbourhood plans, parish plans, village design statements and similar documents and many have already chosen to make such plans. A list of those parishes with adopted Neighbourhood Plans can be found on the Councils' website.

3.12. The Wiltshire Assembly meets on a yearly basis bringing together around 300 partners to identify and agree actions to tackle topical issues of importance to Wiltshire. There is the opportunity for presentations or exhibitions if appropriate to the theme of the meeting.

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4. How do we consult?

4.1. We particularly want to ensure that those who may not always be involved have their opportunity to speak out on planning matters, so we are keen to hear from those under represented groups including:

Under represented groups
Children and young people
Young adults
Lone parents
Those who don't speak English as their first language
Black and minority ethnic people
The Traveller community including Irish Traveller and Romany Gypsy community
Liveaboard boaters / boat dwellers
The military
People and community groups facing rural isolation
Residents who work outside Wiltshire
People who work in Wiltshire but live elsewhere
Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) community
Carers

4.2. We will work with other teams within the Council and with partner organisations to ensure we can reach as many different groups in society as possible.

4.3. In undertaking our statutory duties, we will also ensure that we meet the requirements of the Equality Act 2010. We will promote equality and diversity, and not unfairly discriminate against anyone who wishes to participate in the planning system.

4.4. We will use a variety of consultation methods, ensuring that those used are proportionate to the scale and impact of the proposal, appropriate to those we need to consult and within available resources. Some examples of such methods are illustrated within Figure 1 below.

Figure 1 Illustration of some consultation methods Wiltshire Council may utilise when undertaking consultation

4.5. We need to ensure our consultation is valid and therefore we will need to ask for the names and addresses of consultees and any organisations that they represent (if appropriate). We may also need further information to help us understand who is responding so we can ensure wide involvement from the community and to help monitor our ways in which we consult to ensure we are reaching the right groups.

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Duty to cooperate and cross-boundary working

4.6. We also have to work with our neighbouring authorities under the 'Duty to Cooperate' which requires councils to consider planning issues that extend beyond their own administrative boundaries. For example, we work closely with Swindon Borough Council on preparing our respective local plans and have prepared joint minerals and waste DPDs. In the south, a small part of Wiltshire is within the New Forest National Park which falls under the jurisdiction of the New Forest National Park Authority for planning purposes. All neighbouring authorities will be consulted on planning documents and planning applications, where appropriate.

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5. What can I comment upon?

5.1. As well as explaining what we will do to involve local people, this document tells you what you can comment upon and how we will use the information provided to help make decisions. There are two processes, one for comments made on Local Plans and other planning policy documents and a second process for dealing with comments made on individual planning applications. The details for each are below as there are different requirements and ways to comment for each process.

Plan making and place shaping

Figure 2 The Local Development Framework

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5.2. Figure 2 illustrates the Local Development Framework (LDF) which includes, at its heart, what is known as 'the development plan' which is the main consideration when determining planning applications. The development plan is made up of several documents, some with individual themes, which together provide a vision and framework for the future of Wiltshire and set out policies for both land use and development.

5.3. The LDF also includes other process documents including this Statement of Community Involvement (SCI) and the Local Development Scheme (LDS) which sets out the timescale for the production of development plan documents. The LDS, SCI along with monitoring documents are not subject to meeting the consultation measures outlined within the SCI.

5.4. Approved Supplementary Planning Documents (SPDs) in Wiltshire include the Waste Storage and Collection SPD and the Revised Planning Obligations SPD. SPDs can be used to provide further guidance for development on specific sites or on specific issues and, once adopted, are also a material consideration when determining planning applications.

5.5. Neighbourhood Plans once they are 'made' also form part of the development plan and a list of those adopted can be found on the council's website. Although neighbourhood plans in Wiltshire are prepared by parish and town councils, the local planning authority has responsibility for certain parts of the process, which is set out later in this SCI.

Development Management

5.6. Planning applications for a specific development in a specific location need to be determined having regard to the policies in the development plan and other material considerations. There are different requirements for consultation for the different types and scales of development and these are set out later within this SCI.

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6. What is the best way to make a comment?

6.1. We would prefer you to contact us electronically as this saves time and cost. With both planning applications and the plan making process ways in which you can respond, along with timescales, will be set out in the information published when consulting. Oral, defamatory or anonymous comments cannot be taken into consideration, only relevant planning matters. Some examples of relevant planning matters are illustrated within Figure 3 and Figure 4 outlines those matters not usually relevant to planning.

6.2. When comments are received they will be uploaded to the relevant part of the website once some personal information, such as email addresses and personal signatures, have been removed where necessary.

Relevant planning matters include

- Effect of the proposed development on the appearance of an area
- Quality of design
- Significant overbearing impact and loss of outlook (e.g. significant overshadowing from a proposed building
- Economic benefits of the proposal
- Highway safety issues
- Loss of important trees
- Intrusion into the countryside
- Significant increase in noise and disturbance
- National and local planning policies

Figure 3 outlines examples of matters that are relevant to planning when making representations.

Concerns not normally relevant to the planning process

- Loss of private view
- Loss of property value
- Breach of private covenant
- Loss of trade to a competitor
- Level of profit a developer might make
- Personal circumstances of the applicant (other than in exceptional cases)
- Moral objections (e.g. to uses such as betting offices)
- Conflict with private access

Figure 4 outlines examples of matters not usually relevant to planning when making representations

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7. How do I get more involved?

7.1. Flow charts setting out the formal procedures for development plan documents, supplementary planning documents and neighbourhood plans; mapped to the regulatory stages, are attached at Appendices 1 - 3. Figures 5 - 7 illustrate the stages at which community involvement takes place for each respective process.

Development Plan Documents

7.2. Producing a development plan document (DPD) is a lengthy process given there is a significant amount of technical evidence required and a wide range of input received from a variety of sources throughout the process. It is important that time is taken to consider all the evidence and involve the right people at the right time given the decisions made will have a long-term impact.

7.3. Throughout the process there will be ongoing engagement and exchange of information with key organisations and groups together with formal consultation periods during which anyone in the community can make comments. During periods of formal consultation all documents produced for consultation will be provided online with relevant documents and information made available for inspection at the principal Wiltshire Council offices and at other places in the area as we consider appropriate.

7.4. At key stages technical evidence will be published online as part of the evidence base and Sustainability Appraisal carried out to inform the preparation of the DPD.

7.5. Sustainability Appraisal is required by law and has a separate consultation procedure set out in the relevant regulations (Appendix 4) and is usually carried out alongside the stages of publication and consultation within the DPD preparation process.

7.6. There are minimum legal standards which we must achieve when preparing development plan documents which are set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. However, we intend to go beyond these requirements and ensure that there is ongoing engagement and exchange of information with key organisations throughout plan preparation together with the formal periods of consultation (minimum 6 weeks for Development Plan Documents and 4 weeks for Supplementary Planning Documents).

7.7. Informal consultation will take place at an early stage to identify local issues and options for the future with formal consultations occurring as the plan goes through draft stages of preparation. Wherever possible Wiltshire will make every effort to undertake consultations outside August and the end of year holiday periods. However, where this is unavoidable, due to the need to make progress on development plan preparation, we will ensure a reasonable part of the consultation period lies outside of key holiday periods. The figures overleaf illustrate the key stages of the process.

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Development Plan Document production

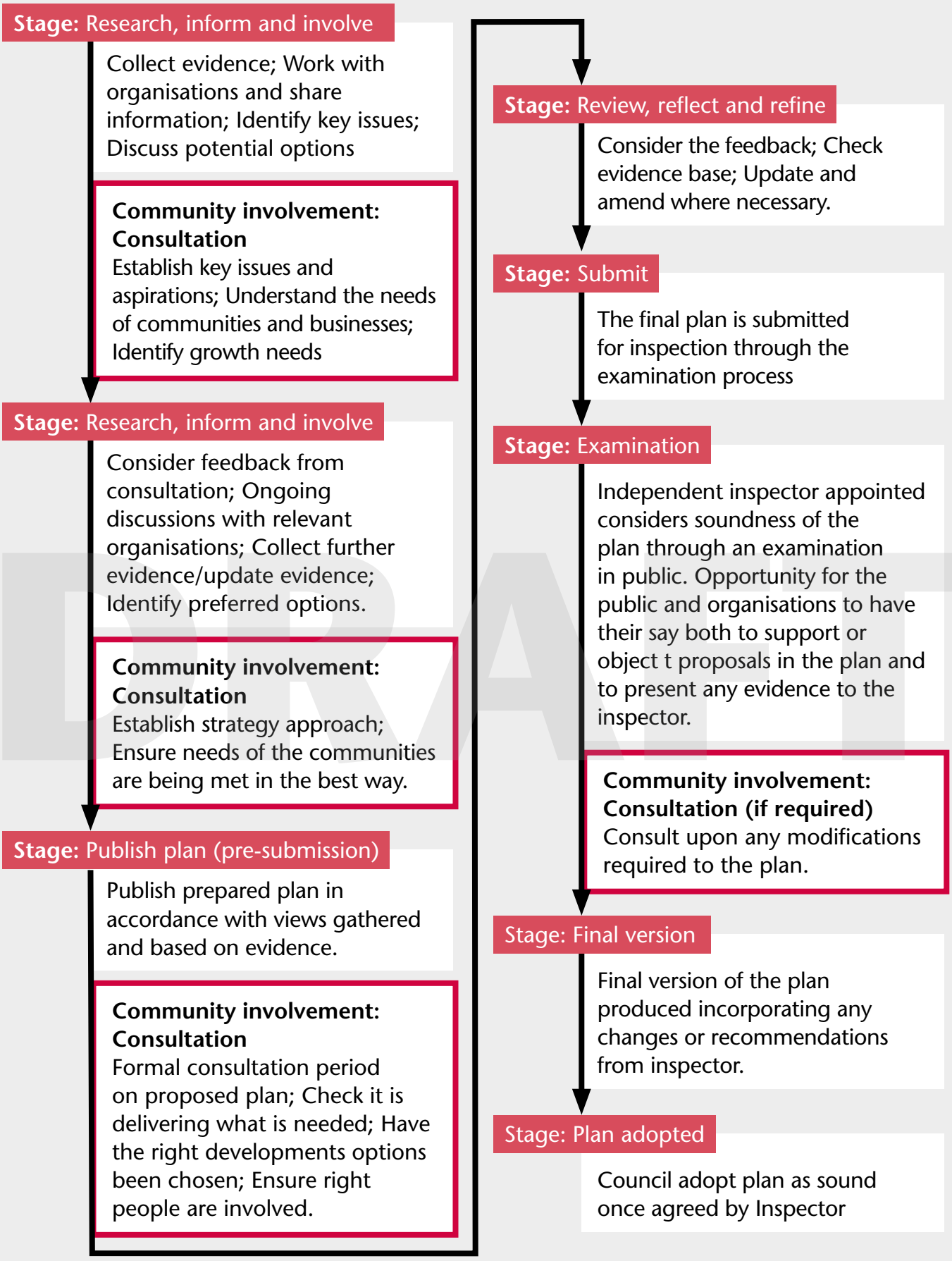

Figure 5 Illustrates the key stages and opportunities for community involvement in the preparation of Development Plan Documents

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7.8. When undertaking consultation as part of Development Plan Document preparation, the minimum requirements for consultation are set out in the Town and Country Planning (Local Planning) England Regulations 2012 Part 6. Sections 18, 19, 20 and 22 relate to consultation on local plans. These legislative stages can be viewed at Appendix 1.

Supplementary Planning Documents

7.9. Illustration of the specific legislative stages of SPD production can be found at Appendix 2. There is a need to gather evidence, engage with relevant bodies, interested parties and the public but there is only one formal stage of consultation when comments are invited and there is no public examination by an appointed Inspector.

7.10. The Council will consider comments made through the consultation stage and will incorporate necessary changes to the document prior to adoption as Wiltshire policy. Although engagement and consultation will be undertaken, this may be targeted and made proportionate to the SPD subject matter, dependent upon the scale and impact of what is set out in the SPD. If the SPD relates to a specific topic or geographic area then a more targeted consultation may be undertaken.

Neighbourhood Planning

7.11. Neighbourhood planning enables communities to shape how their area will develop. A local parish or town council has the power to prepare a Neighbourhood Development Plan (NDP), Neighbourhood Development Order (NDO) or Community Right to Build Order.

7.12. A NDP sets out planning policies for the neighbourhood area which inform decisions on planning applications. A NDO grants planning permission in full or outline for a specific type of development in a particular area, for example permission for a new building on a specific site. A Community Right to Build Order is a type of NDO and can be created by a local community organisation, and so not restricted to a town or parish council

7.13. The parish or town council, known as the Qualifying Body (QB), will lead neighbourhood planning in their area and may choose to establish a steering group to support them in preparing the plan. A steering group is made up of those who live and work in the neighbourhood area and they work together to produce the plan, engaging with their community.

7.14. Both NDP and NDO are prepared in consultation with residents and other stakeholders to reflect the aspirations and needs of the community. Community consultation is a key part of the process and is looked at during the examination of the plan, once submitted. The responsibility for ensuring that adequate consultation takes place during the preparation of a draft neighbourhood plan lies with the neighbourhood plan group itself. However, the local planning authority has responsibility for specific stages of the process, which is set out in legislation.

7.15. Neighbourhood planning was introduced by the Localism Act 2011 and further strengthen by the Neighbourhood Planning Act 2017. Neighbourhood plans must be prepared in accordance with legislation as set out in the Neighbourhood Planning (General) Regulations 2012 (as amended) and The Neighbourhood Planning (General) and Development Management Procedure (Amendment) Regulations 2016. These legislative stages can be viewed at Appendix 3.

7.16. Preparing a neighbourhood plan involves several key stages. Figure 6 sets out the key stages in the preparation of a NDP or NDO and who is responsible for the community involvement.

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7.17. A NDP becomes 'made' following an examination by an Independent Examiner and a referendum of the local community. Once 'made', the NDP becomes part of the statutory Development Plan. Legislation allows for made NDPs to be modified, requiring certain stages to be completed depending on the nature of the modification. Further information about each of these stages and the processes involved, together with useful resources for neighbourhood planning, is available on the Wiltshire Council website.

Neighbourhood Development Plan production

Stage: Neighbourhood Area Designation

Neighbourhood Area Application submitted to the Council, as Local Planning Authority (LPA)

Community involvement: Consultation (if required)
No statutory consultation is required if the area proposed is a single Parish. We will publicise the area designation on the Council's website.

If the area extends beyond a single Parish or is submitted by a Forum we will consult for six weeks

Local Planning Authority (LPA) decides whether to designate (approval required to proceed with neighbourhood plan process).

Stage: Engagement and evidence gathering

Quality Body (QB) carries out initial engagement to establish issues and objectives for the NP. QB gathers evidence and baseline data, engaging with key stakeholders (e.g. infrastructure providers). LPA will provide assistance through the provision of evidence where required/appropriate and provides ongoing support to QB.

Stage: Submitted draft plan consultation

Community involvement: Consultation
LPA conducts formal publication and consultation according to statutory requirements. Representations and feedback gathered from the public, stakeholders and interested parties.

Stage: Examination

LPA submits plan for examination. Examiner considers the plan and issues recommendation to LPA starting with whether modifications are required and if the plan may progress to referendum. QB and LPA work to address required modifications, if necessary.

Community involvement: Referendum
Council publishes notice of referendum and polling is carried out. Results declared.

Stage: Making the Plan

If the referendum result is positive and the LPA adopts the plan it becomes part of the Development Plan.

Figure 6 Illustrates the key stages and opportunities for community involvement in the preparation of neighbourhood plans

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7.18. There may also be other opportunities to be involved in decision making at the community level through the preparation of evidence for neighbourhood planning work or for Village Design Statements, Parish Plans or similar community led plans which are undertaken by some communities.

How Wiltshire Council supports Neighbourhood Planning

7.19. Wiltshire Council actively supports neighbourhood planning and is committed to providing advice and support to groups who wish to prepare neighbourhood plans and orders.

7.20. The complexity of a neighbourhood plan can vary depending on the local circumstances. Support provided to groups will therefore be tailored to their needs, and subject to available resources, which will include:

- A named contact officer, termed a 'link officer', who will provide guidance and support during the neighbourhood planning process
- Provide information and data to communities about neighbourhood planning as appropriate where necessary
- Attend meetings where the council's specific input is appropriate
- Provide comments on emerging NDP policies, or draft NDOs
- Provide advice on how to undertake community engagement and who to consult in relation to NDP and the additional requirements for NDO.

7.21. In addition to the support offered above, we will fulfil the necessary statutory requirements as set out in the relevant regulations in the formal process of developing and eventually making a NDP and bringing into legal force a NDO. Wiltshire Council will exercise its responsibilities in relation to relevant parts of the neighbourhood planning process, making decisions in a timely manner within prescribed time periods. Further information on the statutory stages can be viewed at Appendix 3.

Master planning

7.22. We will involve the community in the development of a masterplan for a site or area as it is essential that communities help to shape how the built environment around them takes shape. Involvement in this process may take several forms depending on the type and scale of development proposed but will need to be a collaborative approach between the council, community, other stakeholders and landowners/developers to ensure that an overall strategy is agreed which takes account of the physical, social, economic and environmental needs of the area. There are no prescribed ways in which masterplans are developed but there are three broad stages as illustrated in Figure 7.

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Stage: Inception meeting with all relevant community groups

- Need to establish scope for the masterplan
- Set timescale and limits for the project
- Agree partnership working

Stage: Ongoing working together

- Analysis of issues
- Consultation on draft
- Testing of proposals
- Refinement of ideas

Stage: Updating community on progress

- Consultation with community on any revisions or changes to masterplan

Figure 7 Illustrates indicative summary of community involvement within master planning process

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8. How will you inform me?

8.1. It is important that we gain views from those most likely to be affected both by plan making and for individual applications and the ways in which we publicise and provide information on these is different.

Plan making

8.2. You can find all formal consultations in relation to DPDs and SPDs on the Council's website and/or interactive consultation portal where relevant consultation documents can be viewed or downloaded.

8.3. Details of how to comment through the consultation portal are provided online and registration is necessary: **consult.wiltshire.gov.uk/portal**

8.4. Throughout the DPD preparation process there are informal and formal stages that require public consultation. During each consultation the scope will be made clear and there will often be a list of questions available to direct your responses. For example, the scoping or ('Regulation 18') stage is in the early stages of plan-making and can be far reaching as we ask for comments on what the plan ought to contain whereas as we move through the process consultation becomes more focussed with the examination focusing on the issues of 'soundness' and legal compliance.

8.5. We will use various ways to obtain comments and feedback during the development of planning policy and the various stages will require different levels of consultation, some formal and set out in legislation and some less formal. However, for each we are seeking to increase the knowledge of residents and communities about matters which may affect them. This provides opportunities for those interested to give us their opinions, share local knowledge and to formally engage through means such as workshops, exhibitions and public participation events.

8.6. We will select the most appropriate methods to achieve the aim of the consultation depending on the bespoke requirements of the community involvement we are undertaking. Examples of methods we may deploy when undertaking community involvement are illustrated in Figure 8.

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Document deposit points

Documents will be made available for reading as is appropriate for the consultation. Deposit points may include Wiltshire council hubs and libraries.

Online

- Our website will be updated to publicise the progress of emerging planning documents
- Our website and consultation portal is the recommended way to view documents and make comments online.

Direct notification

Notification to interested bodies may include the following as appropriate:

- Invitation to comment
- Invitation to consultation/information events
- Notification to those individuals or bodies that the council considers would have an interest in the subject matter of the consultation

(In some instances, legislation may state who is to be consulted)

Face-to-face consultation

Face to face consultation methods may include the following as appropriate:

- Presentations
- Exhibitions or information events for members of the public to discuss proposals and find out how to make representations.
- For more specific issues requiring in depth discussion more involved engagement methods may be necessary including bespoke meetings and conversations or focus group sessions
- Virtual exhibitions
- Video conferencing and webinars
- Interactive meetings

Media advertising

Media advertising may be undertaken as proportionate to the consultation, examples including:

- Radio
- TV and video
- Newspaper publications
- Social media utilisation to advertise and advise about the consultation.

Figure 8 Example methods of community engagement that may be undertaken when progressing plan making consultations

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Planning applications

8.7. Details of each planning application received are displayed on our website. The website also allows comments to be submitted on planning applications electronically and this is strongly encouraged as the most appropriate channel for submission of representations. When a decision is made, copies of both the decision and officer's report are made available on the website.

8.8. Once a planning application has been made valid and registered, the assessment of it can commence. Part of the process involves consultation which may include consulting with specialist organisations such as Natural England, Environment Agency and utility providers and consulting with internal Council teams, such as education, ecology, highways. These consultations are to establish whether the proposal is acceptable as it stands; what mitigation may be required to satisfactorily deal with its impacts, or whether the development would be contrary to the policies of the development plan and would have an unacceptable impact on important aspects of the environment and people's lives.

8.9. We also consult with the community through Town and Parish Councils. We notify immediate neighbours that share a common boundary with the site where we consider they may be affected by a proposal. We arrange for the display of site notices at the site in the circumstances where they are required by the planning legislation. Some types of applications also require formal publicity through advertising in a local newspaper.

8.10. The above requirement to consult on planning applications is set out in the Town and Country Planning (Development Management Procedure) (England) Order 2015 which also sets out the minimum period for advertisement before the local planning authority can make a decision which is normally 21 days (not including bank holidays). Discussion with applicants may be undertaken to seek to improve an application, or to narrow the focus of any disagreement. Such negotiations are not unusual and do not prejudge the outcome of an application. Where they result in additional or changed information being received as part of the consideration process, there may be a limited period of further consultation with consultees and/or communities of such changes. There is no minimum requirement for this further consultation period and it will be carried out if new issues are raised that could lead to further comments.

8.11. We also encourage developers and applicants to engage with communities both via Town and Parish Councils and with neighbours, when appropriate, before submission of a planning application. This might be in the form of a public meeting or display of materials (online and/or at a public exhibition) when local people can make the developer aware of any views they have prior to the submission of an application. A reasonable time frame should be allowed by the developer for feedback. This will enable the developer to consider amending the plans in response to such suggestions before submission. The government have stated that such engagement is discretionary, but it is strongly encouraged by the Council prior to the submission of applications for ten or more houses, or other large development on sites of 1 hectare or more. If a developer submits an application that is considered to be unacceptable in principle, due to conflict with the policies of the development plan, it may be refused without further discussion with the applicant/agent.

Permitted Development

8.12. Certain types of work or development may take place without the need for planning permission from Wiltshire

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Council. Some forms of development do not require permission from the Council as they are 'Permitted Development' and thus have permission granted by the government through the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended) or through a local authority grant of permission (local development order, neighbourhood development order or community right to build order). Other forms of development are also permitted but require a 'prior notification' to the Council of the intention to undertake works. The Council will comply with the statutory requirements for publicity that apply to these applications but may not be able to undertake further notification due to the short time scales that the government allow Councils in these cases.

Pre-application Discussions

8.13. We encourage pre-application discussions for all types of application with the objective to advise whether the principle of development is acceptable and to clarify any supporting information and level of detail required for us to determine a possible application. Due to the sensitive nature of these very early discussions these will usually be confidential. However, as previously stated, applicants are encouraged to involve the community as early as possible in the process of developing their ideas especially where major development proposals are being brought forward. Town and Parish Councils are also encouraged to take advantage of pre-application discussions with developers and applicants when offered.

Minerals and Waste Applications

8.14. Although applications for minerals and waste follow the same procedures as for other applications and such uses are often temporary uses of land, the impact of some proposals can last for many years. In such cases we will encourage sites operators for these forms of development to form local liaison groups between the Council, local community and operator to provide a forum for feedback and for the community to raise issues and concerns arising from the site's activities.

Planning Conditions

8.15. Once a planning application has been determined, if permission is granted, conditions may be attached. If these require the submission of further details, the Council will publicise the agreed details on the web site but will not carry out any public consultation on them as the principle of the development has already been agreed.

Appeals

8.16. If an application is refused, the applicant has the right of appeal (there is no third-party right of appeal if an application is approved). If an appeal is lodged, the Council will forward to the Planning Inspectorate who are responsible for determining the appeal a copy of all the representations received so that the Inspector can take them into account. The Council will notify those who have made representations on the application of the appeal to enable them to send any further additional comments they may wish to make to the Planning Inspectorate.

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9. What Happens to the comments I make?

9.1. We will take any comments made into account both for plan making and decision taking; and where appropriate changes will be incorporated in the subsequent drafting of documents or we will seek to negotiate amendments or to discuss your comments with relevant organisations to seek their views, e.g. environment agency regarding flooding. All comments will be visible on the consultation portal or against the relevant planning application once they have been processed.

9.2. We prefer comments to be made to us online as this is quicker and means that your comments are more readily available, but we understand that not everyone can or wishes to contact us online and therefore written or emailed comments can be made but we cannot take your views by telephone or via social media.

9.3. The comments made by individuals and organisations will be balanced against evidence, comments from statutory bodies (based on their expertise), legal requirements, national and local policies, needs and interests.

9.4. Inevitably there will be times when the Council do not consider alterations to planning policy documents or planning applications is necessary.

9.5. In the case of plan making, individuals and groups will have a further opportunity to make their views known through the public examination process (see Figure 5 and Appendix 1).

9.6. The independent examination ascertains whether the DPD is sound and legally compliant. The examination usually involves informal discussions in the form of round table sessions which are held to discuss specific issues before the inspector. However, this stage and how it is conducted will be up to the discretion of the inspector to decide the scale, type and nature of discussions, as well as the timescale for people to be involved in the independent examination. The inspector will decide whether a hearing is necessary. We will publicise information about the progress of an examination on the website, including any information about a hearing. The inspector will have access to all the written comments made at the publication stage and will also have a report written by us summarising the main issues and the responses to them. Although the Inspector may still wish to hear verbal presentations from interested parties. The inspector may subsequently require us to make modifications to the plan before it goes on to be adopted by full council.

9.7. For individual planning applications consultation is slightly different. Some developers may wish to carry out pre-application consultation in a local area but there is no statutory requirement to do so, nor is any such consultation undertaken by the Council. However, we will encourage local consultation at an early stage where possible to ensure residents and communities are involved in formulating proposals and to raise awareness of schemes coming forward in the locality at the earliest opportunity.

9.8. Once a formal planning application has been made and is valid then the local authority will carry out consultation on that application according to the type and nature of the proposal and following the legislative requirements as previously described.

9.9. When comments are received they will be attached to the relevant file or consultation document and made available for others to see after removing personal information in line with the Council's privacy notices.

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10. How will this Statement of Community involvement be updated?

10.1. This SCI will be monitored to ensure it meets any legislation and guidance set out at national level and remains effective. We will look at consultation methods and seek to ensure all community involvement is appropriate and proportionate. We will seek to capture information about who has been involved in consultation in the past to help to focus resources in the most appropriate manner to build strong and resilient communities where everyone can help shape the places in which they live, work and socialise.

10.2. Should we need to amend the SCI we will do so in an expedient manner and will ensure that the SCI reflects the needs of the community as well as complying with legislation.

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Appendix

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Appendix 1: Legislative stages of Local Plan preparation

These stages reflect those as set out in Town and Country Planning (Local Planning) England Regulations 2012 Part 6.

Stage 1 - Identifying scope of plan (Regulation 18) and plan preparation	
Public consultation for minimum 6 weeks on DPD content and scope (Regulation 18)	Representations considered and incorporated into subsequent draft plan if appropriate

↓

Stage 2 - Pre-submission (Regulations 19 and 20)		
'Pre-submission' publication of draft DPD for at least six weeks	Representations invited on issues of 'soundness' and legal compliance	All representations are considered. Modifications to the draft Plan may be submitted if deemed necessary.

↓

Stage 3 - Submission to Secretary of State (Regulation 22)		
Publish draft DPD and submit for independent examination	Notify all those who made representations in previous stages	Council publish consultation statement summarising representations made and how they were addressed

↓

Stage 4 - Independent Examination (Regulation 24)	
Publicise information on an examination hearing 6 weeks prior to its taking place (the inspector will design timescale and nature of community involvement in examination).	Notify people who have already commented of opportunity to make further representations in relation to examination themes

↓

Stage 5 - Publication of Inspector's Report (Regulation 25)	
Make the Inspector's report available online and at Council hubs	Contact all those that requested to be notified of the publication of the report

↓

Stage 6 - DPD adopted by Council (Regulation 26)	
Publicise adoption statement and documents on website and at Council hubs.	Copy of adoption statement sent to SoS and to members of public that requested it.

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Appendix 2: Legislative stages of Supplementary Planning Document production

These stages reflect those set out in Town and Country Planning (Local Planning) (England) Regulations 2012 Part 5.

Evidence gathering and early engagement	
Consultation with relevant consultees within the community to collect knowledge and experience	Invitation to comment sent to all those that may have an interest in the SPD

↓

Publish draft SPD (Regulation 12 and 13)		
Notification of public consultation	Representations accepted over a minimum 4 week period	Variety of consultation methods considered

↓

Public participation and prior to adoption (Regulation 12(a))		
LPA must prepare statements setting out who ha been consulted	Statement summarises the main issues raised by those person	Statement summarises how these issues have been addressed

↓

Stage 4 - Independent Examination (Regulation 24)	
Publicise information on an examination hearing 6 weeks prior to its taking place (the inspector will design timescale and nature of community involvement in examination).	Notify people who have already commented of opportunity to make further representations in relation to examination themes

↓

Adoption of Supplementary Planning Document
As soon as possible after adoption of the SPD the LPA must make the SPD and Adoption Statement available, notifying those who have asked to be notified.

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Appendix 3: Legislative stages of Neighbourhood Plan production

These stages reflect those set out in the Neighbourhood Planning (General) Regulations 2012.

Scoping stage: Early community engagement and evidence gathering	
Community representatives are involved in Steering Group or in specific tasks	Qualifying Body (QB) desk-based research and community involvement to identify local issues and potential solutions

Neighbourhood area designation application (Regulations 5 - 12)		
QB submit application to Council, as Local Planning Authority (LPA)	LPA to validate application, where necessary publicise and consult for not less than 6 weeks.	LPA publicise the neighbourhood area designation decision

Plan drafting stage - Developing vision, objectives and policies	
Ongoing informal consultation with the local community and LPA	A variety of consultation methods are used

Regulation 14 consultation		
QB invite comments from those that have an interest in the NPD	Wiltshire Council is a consultee and will provide a formal response.	QB incorporate changes based on consultation results.

QB submit NDP to LPA (Regulation 15 and 16)	
LPA publicise the NDP for minimum of 6 weeks (Regulation 16)	Comments are submitted to LPA on the draft Plan for examination

Examination (Regulation 17 and 18)	
LPA forwards comments and draft plan to Examiner and uses website to publicise the progress of the NDP throughout examination	Examiner considers comments and written statements. Sometimes an exploratory meeting and/or a public hearing is held and LPA will publicise the procedure

Referendum (The Neighbourhood Planning (Referendums) Regulations 2012)	
QB make any necessary changes to the NDP, as recommended by the Examiner and the LPA	Council organise a referendum in neighbourhood area, inviting all on electoral roll to vote on the NDP

Making of the plan (Regulation 19 and 20)	
Outcome of the referendum is publicised on council website.	LPA publicise the decision and notify interested bodies.

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Appendix 4: Sustainability Appraisal process

Current legislation requires that all DPDs are subject to a Sustainability Appraisal (SA) and that a report on the findings of the SA is published alongside the DPD.

A SA performs a key role in providing a sound evidence base for the DPD; it assesses the social, economic and environmental effects of plans and ensures that sustainable development is treated in an integrated way in the plan preparation process.

For ease of reference, this SCI provides an illustration below highlighting a number of the key stages for community involvement during the preparation of the SA.

Context, objectives and baseline (scoping stage)

Identifying other plans, programmes and sustainability objectives that are relevant to the DPD	Identifying the sustainability issues and the appraisal objectives

↓

Consulting on the scope of the Sustainability Appraisal

The scoping report sets out the conclusions from the 'context, objectives and baseline' stage, and includes the SA Framework. Consult SEA Consultation Bodies and wider stakeholders as appropriate.

↓

Assessing the effects of options for policies and proposals against reasonable alternatives

The sustainability effects of the DPD in preparation, and reasonable alternatives to the proposals, are identified, described and evaluated. We will integrate consultation on the SA Report with consultation on the DPD.

↓

Changes to the DPD with significant sustainability effects

Where proposed changes to a DPD have significant sustainability effects, relevant sustainability appraisal information will be made available. An opportunity for representations will be made on the changes.

↓

Final report

The final SA report will be submitted with the DPD to the Secretary of State as a submission document, along with any revisions or supplements to it.

↓

SA statement to accompany adopted DPD

When a DPD is adopted (incorporating any changes required by the inspector), we will issue an SA adoption statement.

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Appendix 5: Glossary of terms

A brief explanation of the key terms in the Statement of Community Involvement (SCI) is provided in this glossary.

Annual Monitoring Report (AMR)

A report on how we are performing on the implementation of the development plan document policies e.g. statistics on housing land supply. It includes a review of the Local Development Scheme's timetable and monitors the success of development plan document policies.

Core Strategy

The core strategy sets out the long-term vision for the area and provides the strategic policies and proposals that will deliver that vision. This will be updated as part of the Local Plan Review

Development Plan

The development plan is a single or number of documents that together provide adopted planning policy for Wiltshire. It comprises - Development Plan Documents produced by us, saved policies in the former district local plans (which will be replaced with the Local Plan Review) and Neighbourhood Plans. Planning applications must be determined in accordance with the development plan unless material considerations indicate otherwise.

Development Plan Document (DPD)

These are planning policy documents prepared by us as a local planning authority, that set out the approach to development in the local area. In Wiltshire these are the Wiltshire Core Strategy, Chippenham Site Allocations Plan and various minerals and waste policy documents. DPDs are subject to community involvement, consultation and independent examination.

Independent Examination

Development Plan Documents are subject to an examination by a planning inspector to rigorously test legal compliance and overall 'soundness.'

Local Development Documents (LDD)

Individual documents that take the form of Development Plan Documents or present guidance in the form of Supplementary Planning Documents (SPDs).

Local Development Scheme (LDS)

The LDS sets out the timetable for preparing the Local Plan. This includes details of the topics to be covered by individual DPDs.

Local Plan

This is the plan for the future development of the local area, drawn up by us in consultation with the community. In law this is described as the development plan documents adopted under the Planning and Compulsory Purchase Act 2004. Core strategies or other planning policies, considered to be development plan documents form part of the local plan. The term includes old policies which have been saved under the 2004 Act.

Local Plan Review

This is the current ongoing update of the adopted Wiltshire Local Plan. This will replace saved policies in the former Local Plans of the former District Authorities in Wiltshire which remain in place until such time as replaced.

Local Transport Plan (LTP)

The LTP is a statutory document that steers the development of national transport policies at the local level.

Minerals and waste development plan documents

Jointly prepared development plan documents s that set out the planning policy and proposals for Wiltshire and Swindon with regards to mineral extraction and waste management.

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National Planning Policy Framework (NPPF)

This sets out the Government's planning policies for England and how these are expected to be applied. It provides guidance for local planning authorities and decision makers, both in drawing up plans and making decisions about planning applications. It must be taken into account in the preparation of local and neighbourhood plans and is a material consideration in planning decisions. This is accompanied by Planning Practice Guidance which sets out how the NPPF is to be interpreted.

Neighbourhood Planning

This was introduced by the Localism Act 2011, and it gives new rights and powers for local communities to shape new development by coming together to prepare neighbourhood plans. A neighbourhood planning process can be used to prepare a Neighbourhood Development Plan, a Neighbourhood Development Order or a Community Right to Build Order, or a combination of the three.

Neighbourhood Development Plan (NDP)

A plan generally prepared by a parish council, which establishes planning policies for the development and use of land in a defined area. A neighbourhood development plan must be in conformity with the Local Plan, and will undergo examination and a referendum. Adopted development plan documents and 'made' (i.e. adopted) neighbourhood development plans comprise the development plan for Wiltshire.

Planning Inspectorate (PINS)

The Planning Inspectorate holds independent examinations by appointed Planning Inspectors to determine whether Development Plan Documents are 'sound'. The Planning Inspectorate also handles planning and enforcement appeals.

Policy and Proposals Map

We produce a map which illustrates all the policies and proposals contained within adopted Development Plan Document. The map must be revised every time a new DPD is adopted.

Planning Practice Guidance

The Government's detailed online, web based guidance on national planning policies, which adds detail to the National Planning Policy Framework.

Sound/soundness

This describes where a DPD (in full) is considered to 'show good judgement' and also to fulfil the expectations of legislation, as well as conforming to national policy.

Statement of Community Involvement (SCI)

This is a document that sets out how we will consult and involve the public in preparation of local development documents and in the determination of planning applications. The SCI is part of the Local Development Framework.

Strategic Environmental Assessment (SEA)

An appraisal of the environmental impacts of policies and proposals, required by European legislation. We use a combined SEA and sustainability appraisal.

Strategic Housing and Employment Land Availability Assessment (SHELAA)

The SHLAA is a register of potential housing and employment sites and is the outcome of a high-level assessment. It gives basic information on the sites and provides an indication of how housing and employment requirements could potentially be met. It is used as part of the evidence base for development documents and is a basis for further assessment.

Supplementary Planning Document (SPD)

These are generally topic specific documents which provide further information and details to support the implementation and delivery of policies in development plan documents. For example we are currently working on an Affordable Housing SPD. Supplementary Planning Documents are part of the Local Development Framework but as they only implement adopted policy rather than introduce new policy they are not part of the development plan. They can be used as a 'material consideration' in the determination of planning applications.

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Sustainability Appraisal (SA)

This is required under national legislation for emerging policy and include consideration of social and economic impacts as well as impacts on the environment. Wiltshire uses a combined SA and Strategic Environmental Assessment.

Wiltshire Community

The Wiltshire community is made up of all the people who live, work, or have an interest in Wiltshire and its continued development. We keep a database of all the people and organisations interested in the Local Plan or planning applications. This database is continually evolving as organisations are added or removed.

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Statement of Community Involvement

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Statement of community involvement

Temporary arrangements

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June 2020

Wiltshire Council

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Please contact the council on **0300 456 0100**, or by email on
customerservices@wiltshire.gov.uk

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Statement of Community Involvement

Temporary arrangements

June 2020

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1. Introduction

1.1. Wiltshire Council, as the local planning authority, must maintain a Statement of Community Involvement (SCI). The SCI is a legal requirement under the Planning and Compulsory Purchase Act 2004 and sets out how we will engage with our local communities and stakeholders on planning matters including both plan-making and decision taking.

1.2. Wiltshire Council adopted a revised Statement of Community Involvement INSERT DATE. This document sets out temporary amendments to that document in the light of the coronavirus (COVID-19) pandemic.

1.3. Following the outbreak of COVID-19 the government introduced measures to help combat the spread of the virus for which all members of society are required to adhere. The Ministry for Housing Communities and Local Government has also issued some COVID-19 guidance to Council's outlining the implications for local planning authorities[1]. These implications impact the way in which Wiltshire Council can engage with communities and the ability to comply with the procedures set out in within the SCI.

1.4. Local authorities are required to assess their SCI to identify which policies are inconsistent with current guidance on staying at home and away from others or any superseding guidance targeted at controlling the spread of COVID-19[2].

1.5. This statement sets out, temporary amendments to the SCI that are necessary to allow the community and stakeholders to continue to engage with planning matters, adapting to restrictions on activities, and so that plan preparation and decision making on planning applications can continue effectively with good community engagement through reasonably practicable means.

1.6. When assessing the necessary amendments, Wiltshire Council must give regard to current legislation governing many of the planning activities undertaken to ensure conformity is maintained while having regard to Government guidance and advice, for example:

- Plan making: The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended)
- Neighbourhood Planning: Neighbourhood Planning (General) Regulations 2012 (as amended)

1.7. In some instances, superseding legislation[3] has been issued in response to COVID-19 guidance allowing for greater flexibility when undertaking the methods of community involvement that would normally occur when carrying out planning duties.

1.8. Although the SCI primarily deals with planning matters, the principles within also steer consultation on other certain other plans such as the Local Transport

[1] Planning Practice Guidance, available from **https://www.gov.uk/guidance/coronavirus-covid-19-planning-update**

[2] Planning Practice Guidance, paragraphs 77 – 78 **https://www.gov.uk/guidance/plan-making#covid19**

[3] Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020, which postpones all neighbourhood plan referendums due between 16 March 2020 and 5 May 2021 until 6 May 2021. Also, new temporary regulations allowing for flexibility to take other reasonable steps to publicise applications through the Town and Country Planning (Development Management Procedure, Listed Buildings and Environmental Impact Assessment) (England) (Coronavirus) (Amendment) Regulations 2020.

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Plan and the Community Infrastructure Levy. Consequently, the principles within this statement also cover the interim arrangements Wiltshire Council will seek to deploy when undertaking the community involvement necessary to progress these documents.

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2. Statement of interim arrangements

Plan Making

2.1. Local planning authorities should make any temporary amendments to the SCI that are necessary to allow their plan-making to progress, and that continue to promote effective community engagement by means which are reasonably practicable[4].

2.2. Wiltshire Council is committed to ensuring effective community engagement forms an integral part of plan making. As part of this commitment, Wiltshire Council use a variety of consultation methods, ensuring that those used are proportionate to the scale and impact of the proposal, appropriate to those we need to consult and within available resources.

2.3. Figure 1 provides a non-exhaustive list of the most commonly used methods regularly relied upon by the community. It shows which of these we anticipate are affected by current restrictions, and require review, in accordance with COVID-19 Guidance.

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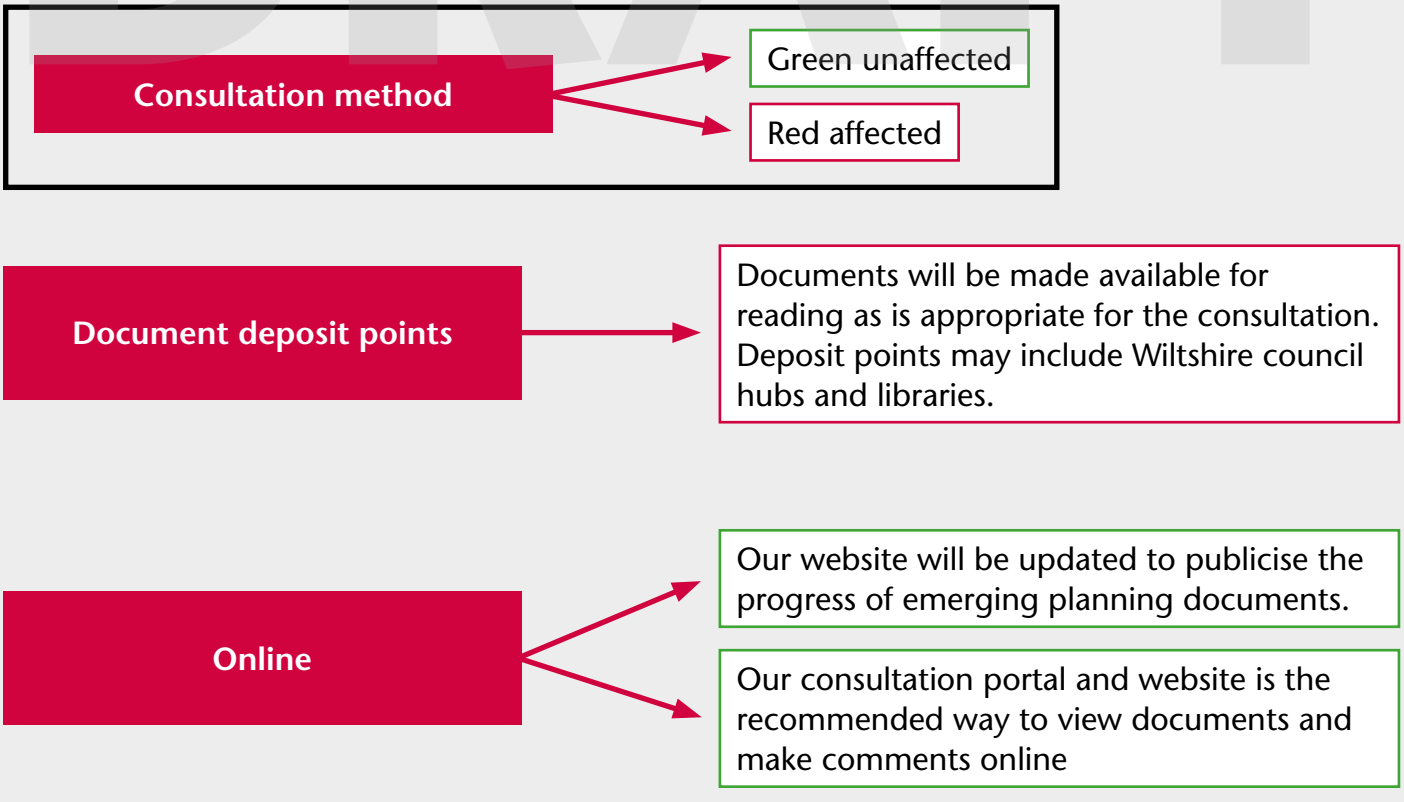

[4] Planning Practice Guidance, paragraph 78 https://www.gov.uk/guidance/plan-making

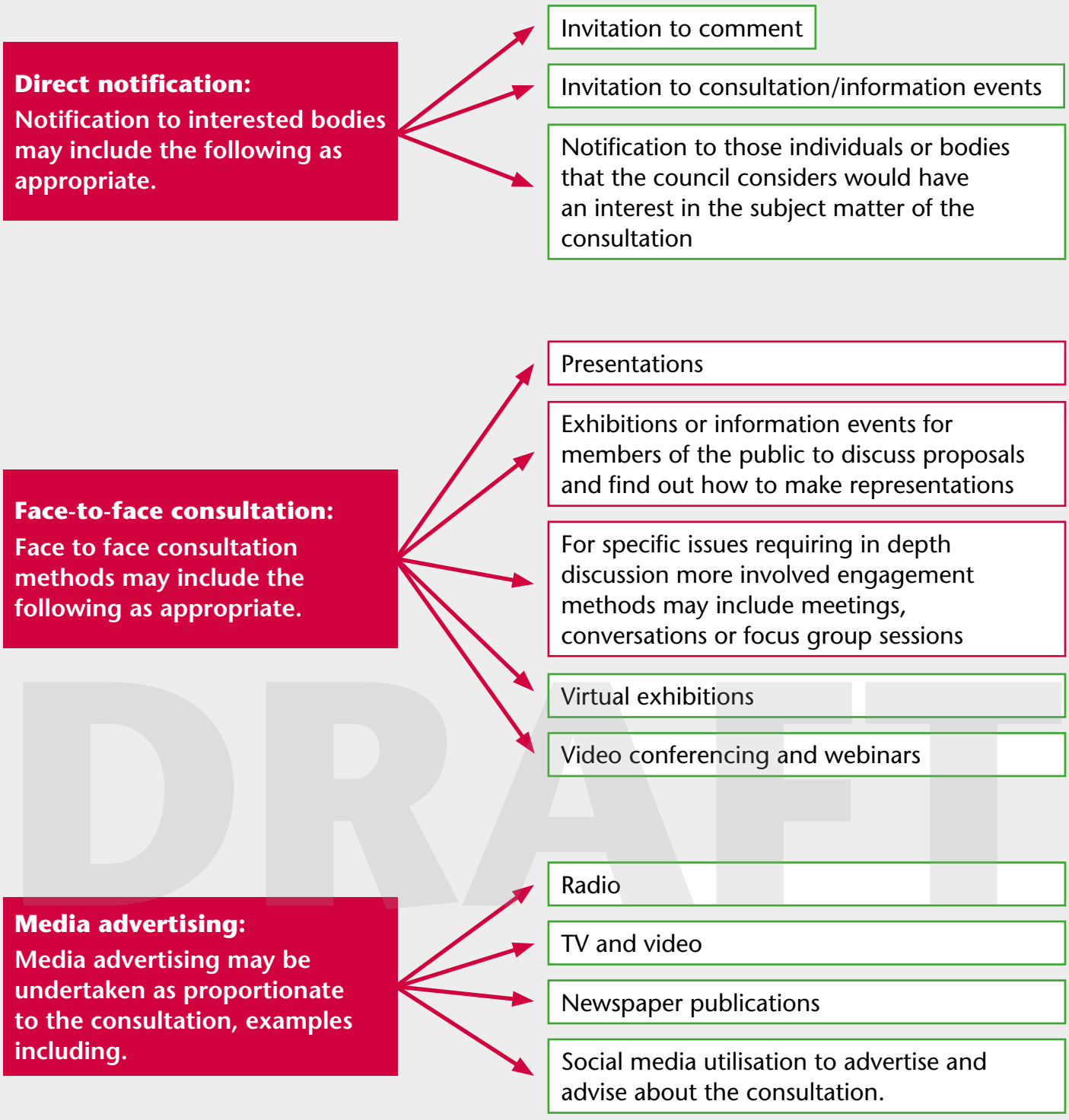

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Figure 1 illustrates a non-exhaustive list of engagement methods utilised by Wiltshire Council and the likelihood of impact of government COVID-19 guidance upon these methods

2.4. Figure 1 illustrates that the impact of COVID-19 guidance, which restricts Wiltshire Councils ability to undertake conventional face-to-face community consultation along with the ability of the public to safely access reading material at deposit point locations.

2.5. When assessing appropriate interim arrangements, Wiltshire Council have considered the principles outlined within Planning Practice Guidance[5] and have investigated Wiltshire Council's ability to exploit available online engagement methods to their full potential.

Document deposit points

2.6. When undertaking consultation during the preparation of a development plan document, accessing published material is a key constituent. While web based access is the preferred means of making information available, the Council also in normal circumstances makes hard copies of relevant documents available at deposit points for public viewing. These are Wiltshire Council's principal offices and at such other places within Wiltshire as the local planning authority consider appropriate[6].

2.7. COVID-19 guidance currently means that such provision may not be safe or unable to take place due to restrictions on movement and/or public buildings being closed. If such availability is not possible, Wiltshire Council will seek to implement pragmatic measures ensuring availability is maintained for those members of society that may rely upon such methods because they do not have access to the internet.

2.8. If such an eventuality arises, Wiltshire Council will seek to ensure ease of online documents and means to respond, utilising innovative solutions to maximise understanding and access while ensuring response methods are easy to undertake for all members of society.

2.9. For members of the community and stakeholders without internet access, Wiltshire Council will deploy the most pragmatic solutions to make hard copies of documents accessible to them at the time. This may include sending hard copies on request. However, Wiltshire Council would continue to actively encourage documents to be accessed online to minimise the environmental impact of undertaking any such consultation.

2.10. Should anyone be unable to submit a response online or by email and be unable to leave their home to post a response, the Council will consider bespoke measures on a case by case basis to enable people to respond.

Face-to-face consultation

2.11. Face-to-face consultation represents a valued community engagement method utilised by Wiltshire Council when undertaking consultation, assisting the ability to inform communities and gather information. Methods regularly deployed by Wiltshire Council include presentations, exhibitions, information events and bespoke meetings. COVID-19 guidance has implications for such methods.

2.12. In response Wiltshire Council will utiilise online engagement methods, targeting those who may rely upon a form of face-to-face contact, tailoring the method used to the needs of identified groups. Such measures may include, for example:

- Virtual presentations: For example, the use and dissemination of pre-recorded video presentations to replace those that may normally be delivered to parish/town councils.
- Video conferencing: For example, the use of digital technology to enable virtual meetings to take place.

[5] Planning Practice Guidance, paragraph 78 available from: **https://www.gov.uk/guidance/plan-making**

[6] The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), regulation 35 available from: **http://www.legislation.gov.uk/uksi/2012/767/regulation/35/made**

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- Social media: For example, the use of Facebook to publicise details of a consultation, explaining how representations can be submitted targeting those who rely upon social media to gather information.
- Explanatory videos: For example, the dissemination of prerecorded videos of informative content to assist understanding of the purpose and content of a consultation. Such content may be released to the public as a replacement to exhibitions that would normally be open to public participation.

2.13. Any solutions used will be proportionate to the scale and impact of the plan. Each approach will be appropriate to those we need to consult and within available resources, both Wiltshire Council's and those we are targeting.

Supplementary Planning Documents (SPD)

2.14. Similar engagement and consultation methods are undertaken for SPD preparation, although this will be proportionate to its subject matter.. Dependent upon the relevance of the SPD content to particular groups in the community, different stakeholders or areas of Wiltshire will be targeted. When progressing SPDs, similar pragmatic responses to COVID-19 guidance will be sought to that outlined above for progressing plan making.

Neighbourhood Planning

2.15. Parish and town councils (known as Qualifying Bodies (QBs) have the power to prepare Neighbourhood Development Plans (NDPs), Neighbourhood Development Orders (NDOs) or Community Right to Builder Orders. While it is the QBs responsibility to ensure meaningful community engagement is undertaken in preparing a draft NDP or NDO, we will continue to provide support and advice on who to consult and how to undertake this having regard to the Government's COVID-19 guidance.

2.16. We will continue to work proactively with groups and communities to progress plans as pragmatically as possible, advising on how it is best to do so whilst adhering to necessary regulations and guidance.

Consultation

2.17. Wiltshire Council, as local planning authority, is directly responsible for certain stages in the neighbourhood planning process.

2.18. These are highlighted in the SCI and include responsibility for publicising and consulting on relevant applications for neighbourhood areas and NDP or NDO proposals (under Regulation 16 of the Neighbourhood Plan Regulations[7]). In undertaking Regulation 16 consultations we are required to publicise the proposal and publish details of where and when documents can be inspected. It is not mandatory for copies of documents to be made available at a physical location and we will focus on online methods using our website and/or consultation portal. We will also work with the QB to ensure that hard copies of the draft NDP or NDO are available for those members of the community without access to the internet.

2.19. We will ensure that, when exercising our neighbourhood planning responsibilities, a range of advertisement methods are used where possible. We will work with the qualifying body to identify the best possible means to do this having regard to COVID-19 guidance. This will ensure communities are well informed about the proposal and how to comment, ensuring no groups within the community are disadvantaged. Measures may include the

[7] Neighbourhood Planning (General) Regulations 2012 (as amended), Regulation 16, available from: http://www.legislation.gov.uk/uksi/2012/637/regulation/16/made

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following:

- Placement of posters at locations remaining open to the public explaining how to access consultation material and how to comment
- Utilisation of advertisement in free to receive local parish newsletters, where applicable, to target those who may not have internet access.

Examinations

2.20. Examinations form a key legislative stage of NDP progression and it is Wiltshire Council's responsibility to appoint an independent examiner to conduct an examination of a NDP. It is already expected that the examination of a draft NDP will include a public hearing only in more exceptional circumstances. It is now true more than ever examinations should be conducted by written representations[8].

2.21. If an examiner considers that oral representations are necessary then, in response to COVID-19 guidance, these should not take place in person. Wiltshire Council will work with the QB and independent examiner to ensure that, wherever possible, oral representations can still take place by video conferencing or other suitable technologies.

Referendums

2.22. In order to form part of the Development Plan a NDP must successfully pass through referendum and be formally 'made' by Wiltshire Council.

2.23. Following COVID-19 guidance and restrictions on movement, all NDP referendums are currently suspended until 6 May 2021[9].

2.24. Where Wiltshire Council has issued a decision statement[10] detailing its intention to send a neighbourhood plan to referendum, government guidance[11] outlines that the NDP can be given significant weight in decision-making, so far as the plan is material to the application in question.

Development management

2.25. Article 15 of The Town and Country Planning (Development Management Procedure) (England) Order 2015 sets out requirements for the consultation process in relation to the different types of planning applications and any publicity necessary, for example when work affects a Listed Building.

2.26. Following the introduction of COVID-19 guidance, new temporary regulations[12] have been introduced allowing for flexibility to take other reasonable steps to publicise applications where the Council cannot discharge previous specific requirements for site notices, neighbour notifications or newspaper publicity.

2.27. Wiltshire Council is committed to providing the best service possible in these stretching circumstances and are continuing to process planning

[8] Planning Practice Guidance, paragraph 107, available from **https://www.gov.uk/guidance/neighbourhood-planning--2**

[9] In line with Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020, available from **http://www.legislation.gov.uk/uksi/2020/395/contents/made**

[10] As set out under Regulation 18 of the Neighbourhood Planning (General) Regulations 2012

[11] Planning practice guidance on neighbourhood planning, paragraph 107, available from: **https://www.gov.uk/guidance/neighbourhood-planning--2#the-neighbourhood-planning-referendum**

[12] Town and Country Planning (Development Management Procedure, Listed Buildings and Environmental Impact Assessment) (England) (Coronavirus) (Amendment) Regulations 2020, available from: **http://www.legislation.gov.uk/uksi/2020/505/contents/made**

applications to help keep the local economy moving while also adhering to COVID-19 regulations.

2.28. Following the COVID-19 guidance, Planning Officers are now working from home, so communication with them via e-mail is now encouraged. Additionally, face-to-face events and physical meetings have to be cancelled but Wiltshire Council will exploit technology (for example virtual meetings, email and telephone conversations), where possible, to ensure that discussions and consultations can go ahead. Measures being taken to ensure community engagement continues include the following:

- Applicants and interested parties are encouraged not to send hard copies of applications or documents to the offices. Applicants are encouraged to submit applications online via the planning portal **www.planningportal.co.uk** whilst those making representations on applications are encouraged to do so online using the links from the Council's published online details of the application concerned
- We are relying on postal neighbour notification to fulfil the consultation requirements and comply with legislation. Documents are available to view on our website as usual
- Site notices will only be put up for applications where required to comply with statutory requirements such as listed buildings, prior approvals and major development. For these, site notices will be sent to the applicant/ agent directly for them to display on site, or where they do not live locally, the council will arrange for the site notice to be displayed
- There will be no face to face meetings until further notice, with alternative methods utilised where possible
- Applicants are encouraged to include photographs of the site and surroundings as part of the application, ideally these should include the existing buildings and contextual shots of adjacent properties and the adjoining land looking both into and out of the application site. This is to assist the Planning Officer with their assessment in the absence of site visits.
- We will continue to deal with a high percentage of applications under delegated powers
- Planning committees are proceeding as Virtual Committees, arranged on an ad-hoc basis and arranged when required and workload permits. If an application is required to be considered by a planning committee, the applicant/ agent and those who have made representations will be advised of the date and procedure in advance.

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3. Summary

3.1. This statement sets out the interim arrangements Wiltshire Council believe are necessary to enable the continuation of community involvement in planning activity while adhering to government guidance targeted at controlling the spread of COVID-19.

3.2. For all consultations and community involvement, the Council will carefully consider whether it is safe, feasible and appropriate to carry this out in a way that does not prejudice the ability of people to be engaged in terms of fairness and equality. The Council may in some cases need to adjust its timescales for document preparation accordingly and Wiltshire Council will keep the Local Development Scheme under review as the impact of COVID-19 becomes clearer. Updates will be published on the Council's website as appropriate.

3.3. Wiltshire Council will keep these arrangements under constant review with the intention of any subsequent amendments and actions taken to either move back towards the protocols as currently outlined with the July 2020 SCI or to respond to any subsequent government guidance to control the spread of COVID-19.

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4. Contact us

4.1. If you still have questions the teams can be contacted via email and phone.

Spatial Planning
spatialplanningpolicy@wiltshire.gov.uk
01225 713223

Neighbourhood Planning
NeighbourhoodPlanning@wiltshire.gov.uk
01225 713223

Development Management
developmentmanagement@wiltshire.gov.uk
0300 456 0114

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Statement of Community Involvement

Temporary arrangements

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Cabinet

Tuesday 14th July

Subject: **Trowbridge Future High Street Submission**

Cabinet Member: **Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration and Communications**

Key Decision: **Key**

Executive Summary

Trowbridge has progressed through the Expression of Interest stage for funding under the Government's Future High Street Fund (FHSF) and officers are preparing to submit a business case by the end of July 2020. This report provides an overview of the strategy and the FHSF projects that have been developed to support the town centre of Trowbridge.

This business case represents a new approach to place-shaping in the county with a specific targeted approach to deliver a step change within the town as part of long-term regeneration in Trowbridge.

To address the challenges identified, five objectives that are interlinked with FHSF objectives and the Trowbridge Masterplan have been set to guide the development of the interventions. These relate to the identified market failures, and are as follows:

- Improving connections and legibility into the town centre
- Transforming the gateway experience
- Bringing more leisure, residential and culture activity into the town centre
- Making better use of vacant units to enable a diverse and sustainable mix of uses within Trowbridge Town Centre
- Accelerating future development by facilitating the strategic development of key sites within the town centre core

Covid 19 will have a significant impact on the vitality of Trowbridge town centre. Footfall is likely to decline further. National chains are closing and entering into administration. A significant FHSF allocation will enable Wiltshire Council to work with partners to make necessary investments, support the diversification of the high street, and attract private sector funding to enable Trowbridge to regenerate for the benefit of residents, businesses and visitors.

Proposal(s)

That Cabinet :

- Notes the contents of this report
- Delegates authority to agree to the submission of the Trowbridge Future High Street Fund business case application and delegate to the Chief Executive Officer in consultation with the Director for Legal, Electoral and Registration Services and the Cabinet Member for Economic Development, Military-Civilian Integration and Communications to approve and submit the Trowbridge Future High Street Fund business case, application and to finalise the submission including the funding request to MHCLG
- Delegates authority to develop individual workstreams within the business case application to the Chief Executive Officer, in consultation with the Director for Legal, Electoral and Registration Services and the Cabinet Member for Economic Development, Military-Civilian Integration and Communications.

Reason for Proposal(s)

Trowbridge Town Centre has been negatively affected by a number of factors over a long period of time, resulting in a significant decline of the vitality, attractiveness and perception of the town centre. This has manifested in the following market failures:

- a significant lack of activity and diversity of offer in the town centre core;
- many of the town's most unique assets are in need of urgent repair, resulting in these being vacant or significantly underused for c10 years;
- a lack of development within the town centre core, particularly of key sites adjacent to the town's unique natural assets like the River Biss;
- a disjointed experience with poor linkages between the retail core and new developments, the railway station, major employment sites and carparks.

This has contributed to the evident decline of the town centre and continues to severely threaten its long-term viability.

Trowbridge has the chance through this funding to significantly reposition itself. Key outcomes following securing funding could include:

- Improving connections and legibility into the town centre
- Transforming the gateway experience

- Bringing more leisure, residential and culture activity into the town centre
- Making better use of vacant units to enable a diverse and sustainable mix of uses within Trowbridge Town Centre
- Accelerating future development by facilitating the strategic development of key sites within the town centre core

A successful allocation of FHSF will enable Wiltshire council to work with partners to initiate that process and attract in other public and private sector funding to rejuvenate the town.

Terence Herbert, Chief Executive Officer

Wiltshire Council

Cabinet
Tuesday 14th July

Subject:	**Future High Streets Fund - Trowbridge**
Cabinet Member:	**Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration and Communications**
Key Decision:	**Key**

Purpose of Report

1. To update Members on the strategy that Wiltshire Council and its partners has developed to reshape Trowbridge's town centre offer.

2. To seek Cabinet approval for Trowbridge's submission to the Government's Future High Street Fund.

3. To agree the proposed delegated authority provisions to enable the Council to submit a business case on behalf of Trowbridge.

Relevance to the Council's Business Plan

4. Attracting funding into Trowbridge from the Future High Street Fund Improvements helps meet the priorities of the Council's Business Plan 2017-2027, including:

    - Growing the Economy:
        - High Skilled Jobs (Employment)
        - Housing and Infrastructure (Sustainable Development)
        - Transport and Infrastructure (Access)
    - Strong Communities
        - Safe Communities (Protection)
        - Personal Wellbeing (Prevention)
    - Working with Our Partners:
        - Community Involvement
        - Delivering Together

Background

5. The Council is taking a new approach to place-shaping within the main market towns across Wiltshire: For Trowbridge this will be a specific targeted approach to delivering packages of work which will deliver transformational change within a holistic vision for the town.

6. This approach has become even more relevant, and urgent, in a post-Covid landscape as both private and public sector partners will need to think imaginatively and work collaboratively to ensure communities and businesses thrive in our towns. The Future High Streets Fund represents an exciting opportunity to take forward specific projects as part of the holistic long-term regeneration aspirations.

7. In December 2018 the Government launched the Future High Streets Fund (FHSF), to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability. Trowbridge submitted an expression of interest (EOI) to the fund, outlining the challenges in Trowbridge and highlighting the projects which would transform the high street. The EOI successfully made it through that round and a full business case submission is the next step in the process.

8. The proposals draw on Trowbridge's opportunities around the 2020 Masterplan refresh. It proposes a strategy focused on the historic centre: channelling investment into the heart of the town and celebrating the history of Trowbridge. The existing fabric and assets will be nurtured and enhanced to create an attractive environment for local people and investors.

Future High Street Fund

9. The government recognises that consumer patterns are changing, with spending increasingly online and expectations of high streets are changing. In December 2018 it launched the FHSF to support transformative, structural changes to overcome challenges in high streets and town centres. The objective of the Fund is to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability. Funding bids can be made up to £25m, however, MHCLG makes clear that funding is limited, and most places will receive lower amounts.

10. Funding allocations are assessed through two phases. Both Trowbridge and Salisbury passed the Phase 1 Expression of Interest stage, which looked at the need for funding, nature of the challenge and the vision for the future of the town centres. Phase 2 of the application process is the development of projects that meet the identified needs of the individual high streets and are transformative in nature. A summary of the projects developed for Trowbridge is described in this report.

11. FHSF investment can be within these categories: Investment in physical infrastructure, acquisition and assembly of land including making improvements to the public realm, Improvements to transport access, traffic flow and circulation in the area, supporting change of use including (where appropriate) housing delivery and densification and supporting adaptation of the high street in response to changing technology

12. This report seeks support for the proposals and endorsement of the Phase 2 submission to the Future High Streets Fund.

Economic Context

13. Trowbridge began as a small agricultural settlement, well known for its wool industry from the 14th century which continued to dominate the town before its decline in the 19th century. Trowbridge was known as the “Manchester of the South West” and was previously a vibrant town, which benefitted from the wealth and prosperity generated by the wool industry. The town has retained a rich industrial heritage and character within the Town Centre Conservation Area, with 249 listed buildings and landmark buildings including the Town Hall, mill buildings and the old Ushers Brewery site. A large number of the former industrial buildings are vacant since many of the town’s largest businesses, such as Ushers Brewery and Bowyers, closed due to the national decline of manufacturing. This has weakened the role and identity of Trowbridge in the region.

14. Today, Trowbridge is the County Town of Wiltshire and has a strategically significant role as a principal settlement. It is situated just 20 minutes from Bath and is well connected with rail links to London, Bristol and the south (via Westbury and Southampton). There are also good road connections to the A36 and A350 which links Trowbridge with the M4 and the south coast. With its strong commuter links to nearby settlements, the town has retained an important role as an employment, administration and service centre for the area, with a catchment of c147,000 residents.

15. Trowbridge is a key contributor to Wiltshire’s strong entrepreneurial ecosystem which accounted for 36% of all the new business created in the South West in 2016. Still, 60% of Trowbridge residents, commute to work outside the town contributing to the market failures.

Market Failures

16. Over the previous two decades, high streets across the country have needed to respond to macroeconomic factors, such as widespread changes in technology which allowed a meteoric rise of e-commerce, changes to consumer behaviours and shopping habits, and reduced availability of funding for Council-owned assets. Throughout this period, Trowbridge has suffered the loss of major employers within the town centre and a lagging development sector, resulting in further decline of the offer and perception of the town centre (see figure 1). For a detailed explanation of key challenges please see Annex 1: Key challenges.

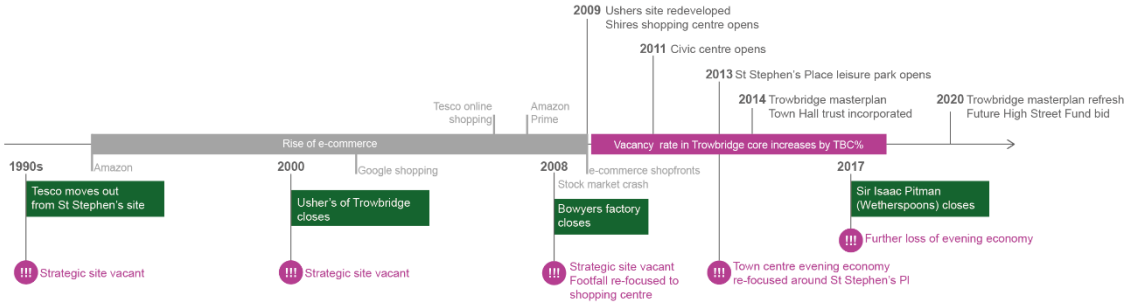

Figure 1 – Challenges timeline for Trowbridge High Street

17. The combined impact of these external and local challenges has resulted in the following market failures, which the private sector has been unable to overturn:
    - a significant lack of activity in the town centre core, particularly during the evening hours;
    - many of the town's most unique assets are in need of urgent repair, resulting in these being vacant or significantly underused for c10 years;
    - a lack of development within the town centre core, particularly of key sites adjacent to the town's unique natural assets like the River Biss;
    - development over the past 20 years has been on the periphery of the centre and aimed mostly at visitors arriving by car, resulting in a disjointed experience with poor linkages between the retail core and new developments, the railway station, major employment sites and carparks.

18. In 2014 the Council commissioned a Masterplan, which set out an ambitious vision for Trowbridge and enabled some of its most recent development. However, the persisting challenges above contributed to the evident decline of the town centre and continues to severely threaten its long-term viability. As part of the Future High Streets business case development, a high-level review and sense-check on the 2014 Masterplan has been undertaken to ensure the continued relevance of the Masterplan and that projects being developed align with the Masterplan. In turn, the Future High Streets projects may inform development of other planning policy such as the Local Plan Review and Trowbridge Neighbourhood Plan.

19. The opportunity presented by the FHSF allows Trowbridge to consider how other emerging challenges and opportunities could be addressed, including the rise of an ageing population, technological changes and innovations, and carbon reduction.

Stakeholder engagement

20. A range of stakeholders from both the public sector and private sectors have been engaged to develop our FHSF bid, including Invest in Trowbridge and the Town Hall Trust. Two public consultation workshops

also took place in June. All stakeholders are eager to support the transformation of Trowbridge into a better local town. Stakeholder engagement will remain a key priority in delivering the Council's ambitious vision. With a comprehensive Engagement Plan for the bid (Annex 2: Stakeholder Engagement Plan), the Council aims to undertake meaningful community engagement in the master planning and business case development process.

21. From March to July 2020, engagement with key stakeholders including the Town Council, the Town Hall Trust, Invest in Trowbridge, Wiltshire Council's Sustainable Transport Service and others identified through the Engagement Plan has been undertaken via regular updates, online meetings, online workshops and, depending on social distancing measures, a pop-up event. A Community Stakeholder Group will be established to continue the engagement work post-submission. This will provide a clear channel for stakeholder ideas and concerns to be presented to decision-makers going forward.

Approach to interventions

22. The projects within this proposal and the Trowbridge Masterplan will mutually improve the connectivity and legibility of the town centre, reinforcing interventions by reactivating historic assets. By bridging the disjointed development and creating a central Historic Quarter, Trowbridge town centre will become a unique destination with a distinctive and attractive offer. Trowbridge has an enthusiastic community of landowners and residents who are passionate about making Trowbridge a better place to live, work and visit. To enable the town to grow sustainably, it is crucial to bring all groups together under a singular vision and deliverable plan. FHSF Funding is a timely intervention to help address the challenges the town faces, support the Trowbridge Masterplan and ensure sustainable growth and future inward investment by improving the attractiveness of the town.

23. Without MHCLG intervention, Trowbridge will not be able to realise its vision of the town and its Masterplan will not be implemented effectively. Trowbridge town centre will continue to struggle, buildings will remain derelict, vacancy rates will remain high, footfall will continue to decline, the public realm will remain unwelcoming and unattractive. The town will remain disconnected, sprawling and disjointed and the future sustainability of Trowbridge will be at risk.

Objectives

24. The vision is to transform Trowbridge into a place where people want to return time and time again – a place to invest in, live, work and play. This aligns with the Council's broader vision of having "stronger, more resilient communities based on a sustainable pattern of development, focused principally on Trowbridge, Chippenham and Salisbury".[1] It is also supported

[1] Wiltshire Core Strategy

by the Trowbridge Masterplan, The Wiltshire Community Plan 2011 – 2026, Swindon and Wiltshire LEP Strategic Economic Plan 2016, as well as the emerging Local Industrial Strategy and other regional policies.

25. To address the challenges identified, five objectives that are interlinked with FHSF objectives and the Trowbridge Masterplan have been set to guide the development of the interventions. These relate to the identified market failures, and are as follows:

- Improving connections and legibility into the town centre
- Transforming the gateway experience
- Bringing more leisure and culture activity into the town centre
- Making better use of vacant units to enable a diverse and sustainable mix of uses within Trowbridge Town Centre
- Accelerating future development by facilitating the strategic development of key sites within the town centre core.

Project Outcomes

26. The funding seeks to create a connected Trowbridge which presents with a range of high-quality and vibrant uses, such as leisure, compact and vibrant retail, schools, workplaces and green spaces within 15min walking or cycling distance from its residents and visitors. Projects detail remains in draft form and are subject to refinement as projects develop. The broad outline of projects is as follows:

27. **Better movement and legibility at the town centre gateways.** The principal aim of this project is to create an improved environment for businesses and improve the experience of visitors to Trowbridge's high street, enabling the high street to become a 'sticky street' with higher dwell times which local businesses can capitalise on.

28. Current and new visitors will enjoy a safer, more pleasant and accessible journey from the town centre gateways through to the high street, with new pedestrianised links, areas of new activity along an improved river corridor, green infrastructure and functional street furniture and wayfinding. Improvements will be made at the town centre gateway to maximise activity and set the scene for future development, as well as improving movement and connectivity into the town centre to bring residents and visitors to the heart of the town. Several options are being considered and will be put forward for consideration by MHCLG. (Refer to Annex 3: Project Location)

29. **Unique culture-and-leisure-led offer.** The aim will be to refurbish the Grade 2 listed Town Hall and adjacent and surrounding sites, safeguarding its long-term sustainability and maximising the capacity for the building to host an exciting and vibrant full programme of community-led leisure, culture and social

activities within the heart of Trowbridge Town Centre whilst maximising links with other existing facilities such as the Civic Centre. This project could provide a unique cultural offer, improve the night-time economy and increase footfall in the core of the town, helping to revive Trowbridge's poor evening economy.

30. **A resilient and diverse high street.** We will aim to establish a programme of small grants for businesses to leverage collaborative working with landowners of vacant high street properties. This will proactively encourage and, where appropriate, enable a more diverse offer and a stronger evening economy whilst also relocating businesses to achieve a more compact and vibrant high street.

31. The fund will support change of use and light-touch structural changes to vacant units on the high street. The units will function as pilots to encourage independent businesses and start-ups to set up their businesses in Trowbridge and create a more diverse offer within the town centre and demonstrate demand for an independent and leisure-focused economy. Vacant upper floors will be converted to residential homes for young people. This workstream will align well with announced changes to increase flexibility in town centre retail and commercial uses.

32. **Unlocking good growth.** This project builds on the success of a well-connected and attractive town with a unique offer. We will take steps to deliver currently unviable development through proactively working with landowners to assemble land and to achieve the strategic development of the town centre's key sites in line with the Council's vision. This will ensure that the right mix of uses is delivered to best support the high street's longer-term future. This workstream will also align well with recent announced changes to increase flexibility in town centre regarding underused retail and commercial space.

33. A number of sites are currently being considered, with great potential to use money from the Future High Street Fund to leverage significant private investment to deliver high-quality housing, leisure and workspace within the town centre core. These will be defined in detail in the final bid, including the specific evidence-based funding ask.

Main Considerations for the Council

34. Wiltshire Council officer time has been undertaken to shape the projects and engage with residents and stakeholders through the Masterplan Refresh process. Future officer time to project manage the projects and lead interventions on a resilient and diverse high street and unlocking good growth will need further allocation of resources.

35. There is the risk that if the FHSF submission is unsuccessful and alternative sources of funding do not become available then the Council would need to find revenue monies for some portion of this funding as part of the funding agreement.

36. MHCLG has indicated that the vast majority of towns will not receive £25M, although a strong strategic case has been established for Trowbridge. However, with Covid19, many town centres now find themselves in economic shock, and the government will receive many calls for further support. If Trowbridge is not awarded the full amount, individual projects may be supported by the Government.

37. The projects proposed must be delivered by 2023/24. Match funding may support delivery in later years, but all FHSF funding must be spent by 2023/24. In bidding, the Council is committing to supporting a programme of monitoring and evidence that will last beyond the bid period.

Overview and Scrutiny Engagement

38. The Environment Select Committee received a presentation in November 2019 where the committee learnt that the Council's bid to the Future High Streets Fund for Salisbury and Trowbridge had been shortlisted.

39. The project's progress has been presented to Senior Officers and the Trowbridge Area Board on a quarterly basis.

Safeguarding Implications

40. None

Public Health Implications

41. The proposals will improve the walking and cycling in Trowbridge which will promote people's health and wellbeing. A more diverse High Street and resilient Town Centre will contribute to a sense of wellbeing and help support the most vulnerable in our community.

Procurement Implications

42. There will be procurement implications if funding is allocated in line with these proposals. Procurement strategies will be included as part of the Future High Street Fund submission. The project team will update the Board and seek approval of procurement processes once and if MCHLG funds are granted.

Equalities Impact of the Proposal

43. Each of the projects as they are shaped will undertake an equalities impact assessments as they progress.

Environmental and Climate Change Considerations

44. Proposals will encourage sustainable transport choices and will improve walking and cycling environments. Building retrofits will be undertaken to

an optimised standard which will minimise carbon emissions and energy spend.

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

45. If this application for FHSF monies for Trowbridge is not submitted, the opportunity for external government funding will be missed. Consequently Wiltshire Council will be unable to deliver the projects developed as part of the recovery with resultant reputational impact with MHCLG and further economic decline in Trowbridge.

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

46. Economic uncertainty: changes in cost and price inflation rates might affect expected generating income, resulting in higher financing costs, lower values and risks to financial viability of projects. As a mitigation action, the project is reviewing the financial assumptions in line with the Government guidance.

47. Delivery model: the selection of the delivery vehicle and governance arrangements are not proven effective. To mitigate this risk the project team is conducting additional meetings with officers to strengthen the commercial case and demonstrate plans and processes are in place and the Council has a track record of delivery.

48. Development funding: the projects can't proceed due to the failure to secure development funding. To mitigate this risk, the Council is reviewing a range of funding options, including use of Public Works Loan Board (PWLB) and other possible private sector investors.

49. As a general mitigation action due to the COVID19 situation, which may impact on the three risks above mentioned, the Government has requested additional details for the projects. The project team is currently developing the addendum to ensure risks are managed diligently in case of changing market conditions.

Financial Implications

50. The Future High Street Fund seeks to add value to projects by securing co-funding from both private and public sector partners. The project team has identified potential co-finance sources such as lottery and arts grants as well as private sector contributions. No additional funding beyond normal staff costs to help manage the projects is being committed by Wiltshire Council. No capital or revenue allocations are being sought or committed at this time.

51. The total request for grant funding is still being confirmed but is likely to be in the region of £23.85m.

Legal Implications

52. The submission of a funding request to MHCLG carries no legal implications. The work programmes that are brought forward as a result of a successful submission are likely to require adherence to Procurement Regulations as noted above. It may be that, depending on the size and commercial structure of the projects brought forward, there will be State Aid regulations to stay within. This will have to be considered at the time with schemes being designed to be compliant.

Workforce Implications

53. The funding includes provision for funding of officer time for monitoring and evaluation of the projects. Officers time will be required for management of projects and market engagement activities and the necessary external professional support to deliver the projects outlined in this report. A successful allocation of funding may require external recruitment on time limited contracts or secondment(s) to meet this requirement, depending on officer availability.

Options Considered

54. Do nothing – following the do-nothing approach would intensify the market failures and would not solve the challenges faced by Trowbridge which are identified in the bid. It would not provide with an action plan to follow.

55. Apply for funding – The Council has received £150,000 of Future High Street funding to develop and submit a detailed business case. This work is being led by Inner Circle, is well underway with a submission on track for late July 2020.

Conclusions

56. The conclusions reached having taken all of the above into account.

Sam Fox (Director - Economic Development and Planning)

Report Author: Rory Bowen, rory.bowen@wiltshire.gov.uk, 01225 713433

Annex 1 Key challenges
Annex 2 Stakeholder Engagement Plan
Annex 3 Project Location

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Wiltshire Council

Cabinet

Tuesday 14th July

Trowbridge Future High Street Submission

ANNEXES

Annex 1 Key challenges
Annex 2 Stakeholder Engagement Plan
Annex 3 Project location

Annex 1: Key challenges

TROWBRIDGE FUTURE HIGH STREET FUND
KEY CHALLENGES

DATE: 16 MARCH 2020

Challenges

- **Ageing population**: Trowbridge has experienced a significant drop in population growth since 2017, from an above average growth rate of 1.95% in 2016 to 0.10% in 2018, whilst the average growth rate of Wiltshire in 2018 was 0.41%.[1] The town's younger population (aged 24 or under) has decreased significantly, compared with overall growth in Wiltshire's younger population.
- **Vacant buildings**: Trowbridge has a high vacancy rate of 13% compared to the national average of 10.3%, with the majority of units (84%) being Class A Retail. Prolonged vacancy has negatively affected the character of the area with blank façades and unattractive derelict properties creating a poor impression for visitors to the town. Derelict buildings also facilitate anti-social activities; Trowbridge has the second highest rate of anti-social behaviour across Wiltshire and 37% of businesses in the town reported crime over the last 12 months. [2]
- **Declining footfall**: Average footfall figures have shown a decline of around 4.5% year on year since 2010, from approximately 441,837 monthly visitors in 2011 to 332,975 monthly in 2018.
- **No evening economy within town**: There is a lack of evening retail/leisure activities in Trowbridge town centre, with the majority of shops (including the Shires Shopping Centre) closing by 6pm. Pubs, cafes / takeaways and restaurants account for only 14% of town centre units, several of which are situated within the retail core. Only 14 shops remain open after 6pm, of which half are fast food outlets and the remaining are restaurants. The lack of an evening economy in the town centre results in people being drawn to larger settlements for retail and leisure opportunities. [3]
- **Tired public realm**: Trowbridge currently has a limited range of public spaces. The existing public realm within the town centre is generally unattractive, lacking in consistency, wayfinding and legibility. This results in poor perceptions of safety, which are compounded by the local press.
- **Poor movement and connectivity**: A complex and busy road network with one-way systems in the town centre, limited provision for pedestrians and cyclists, and poor legibility, wayfinding and connections to the walking and cycling network reduce connectivity in and around the town centre. This restricts pedestrian movement from the railway station to the Shires Shopping Centre and to the old town and fails to create pedestrian loops to support footfall flows. Trowbridge residents have a high car reliance with 45% of residents travelling to work by car

[1] Socio-economic model, Inner Circle Consulting
[2] Resident Customer/Business Survey AMTi, Wiltshire Council
[3] Wiltshire Council Town Centre and Retail Study 2011

for journeys of less than 2km, compared to a national average of 39.6% in 2011.[45]

[4] Trowbridge Transport Strategy Refresh 2018, Wiltshire Council

[5] National Travel Survey: England 2018, Department for Transport

Annex 2: Stakeholder Engagement Plan

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TROWBRIDGE FUTURE HIGH STREET FUND
ENGAGEMENT PLAN

UPDATED: JUNE 2020

INTRODUCTION
This document sets out a proposed strategy for the development of a bid to the Ministry of Housing, Communities and Local Government's Future High Street Fund, running from February into July, for Trowbridge Town Centre.
This forms the basis of an evolving Engagement Plan and will be added to and amplified as we gain knowledge and make contacts during the business case development process.
It covers the following:

- aims of the engagement,
- principles of the engagement,
- key challenges,
- big picture questions to be explored through engagement and possible implications for the Future High Street Fund bid
- stakeholder groups to be worked with,
- division of tasks between consultant team and client, and
- proposed activities.

AIMS/PARAMETERS OF COMMUNITY ENGAGEMENT
Our brief requires us to:

- Undertake consultation with key stakeholders (including the Town Council, the Town Hall Trust, Wiltshire Council's Sustainable Transport Service and others identified through this work), to advise on the current status of the Masterplan, the extent to which its objectives have been achieved, what remains to be done, and whether its objectives need to be updated.
- Undertake presentations and workshops as appropriate. The appointed consultant team will report to a Client Board made up of key officers from Wiltshire Council and Trowbridge Town Council. This Board will meet monthly.
- Make presentations every two months to the Trowbridge Area Board.
- Undertake two public consultation events.
- Undertake two presentations to Cabinet Members.
- Develop a summary report for presentation to a wide range of groups to provide an overview of the key findings and recommendations.
- Develop a Consultation Statement providing a record of the engagement and communication programme.

As a consultant team, engagement also has the following possibilities that we wish to capitalise upon:

- Develop a map of opportunities for projects and initiatives that could contribute to the overall vision for Trowbridge but may fall outside the scope of projects that would be delivered / enabled by the Council.
- Identify existing resources within the community, local businesses and other stakeholders (eg. time, space, added value, etc) to holistically assess the delivery routes for identified projects. This could be captured in a Community Charter that is owned and endorsed by community stakeholders and local residents.
- Building on the initial research, and the existence of the potential Community Charter, establish a Community Stakeholder Group to galvanise interested parties to continue to develop and implement the vision for Trowbridge (akin to Altrincham Forward).

PRINCIPLES OF PROPOSED ENGAGEMENT
Tell the good news story: take the opportunity wherever possible to show the positive aspect of what the Council is doing i.e. (a) updating the masterplan for Trowbridge to ensure that it can enhance the town centre's resilience and make the most of its opportunities; (b) developing a realistic and future-focused plan

to realise the vision for Trowbridge; (c) using the Future High Street Fund opportunity to breathe new life into the high street.

Joined up Trowbridge activity: where possible, we need to show how this activity fits into the bigger picture, and that the Council is serious about utilising its resources in the most meaningful and efficient way to realise transformational change.

Clear, easy to understand information and ways to feed in: progress, forthcoming events, who to contact etc. This should be in a set format/aesthetic that is recognisable and easy to understand.

Expectations management: we need to be clear on the scope of influence each stakeholder has, how their input is being used, as well as where and how decisions will be taken.

Commitment to pass on comments/opinions to other projects/Council services i.e. if someone raises a concern or wants to learn something about another project.

Identify an action plan: what can stakeholders contribute and where do they need the Council to step in / how can the Council enable things to happen?

Work with young people as much as possible: involving young people in the project, both in terms of ensuring that their views feed in to the design process, but also where possible giving them opportunities to help deliver engagement activity and/or think about the project with us, will not only benefit the project by allowing it to learn from the aspirations and experiences of younger citizens, but allow us to meet some of the Council's Social Value aims.

Where possible, make use of the opportunity offered by meanwhile uses: programmatically, this may be challenging, as most of the engagement will need to take place in a compressed period of time, but engagement may uncover opportunities to leverage existing resources, spaces and existing events to test and pilot new ideas and initiatives.

Focus on 'learning from': one of the best ways of initiating a productive conversation about possible, yet intangible, futures is by working from the empirical experience and analysis of what is already there. We are interested in listening to people's experience and memories of Trowbridge to understand the macro and micro factors that make a difference in how people perceive the high street.

In addition, the following principles will be at the core of the engagement:

- Equal access: the engagement process will be inclusive and seek to overcome barriers to participation to create a more cohesive outcome.
- Clear and transparent: The purpose of individual activities and recording of feedback will be clearly articulated and set in context.
- Appropriate tools: Materials will be concise and clearly laid out using appropriate formats.
- Making sure that feedback is effective: Feedback will be carefully recorded and managed with appropriate communication of findings and responses.
- Embedding realistic timescales: The engagement programme will build in sufficient timescales and notice for individuals and groups to get involved.

CHALLENGES TO CONSIDER – AND HOW WE MIGHT ADDRESS THEM

- Timing and significance of the Future High Streets Fund programme: it is known that the Council has been successful in the first stage of the FHSF, and the submission milestones (therefore having a clear deadline) are also known. It is important that stakeholders understand that this is the start of a longer-term process to transform the high street. The time constraints mean that all conversations must have a clear engagement outcome and a clear ask. The establishment of a Community Stakeholder Group to continue the engagement work post-submission will provide a clear channel for ideas and concerns to be presented to decision-makers going forward.
- Addressing competing needs and concerns: Trowbridge town centre is host to a variety of users with different needs and priorities. The development of a Community Charter of Stakeholder Priorities and Principles can be be useful to document these and map how various proposals could, collectively, best meet them. We will need to show the emerging work within a carefully presented context that shows how the proposed way forward responds to the stakeholder needs, desires, concerns, questions, priorities and principles identified.
- Potential for meaningful community engagement in the masterplanning and business case development process: it's important that we try to do this because (a) engaged citizens/users will care about the longer-term impacts and (b) may have useful reflections to offer. However, we are aware that the precise nature of any options may be quite heavily constrained and shaped by other factors (e.g. cost benefit ratios, deliverability, or confidential matters such as on-going commercial negotiations) and that the complexity of this may make it difficult to have a useful discussion. Nonetheless, there is potential:
    1. To divide potential areas of input into bite-sized and relatable chunks e.g. helping identify what it is most beneficial in terms of opportunities, or relationship to the High Street, or cross-programming/sharing of spaces – areas where user knowledge and experience offer a useful perspective alongside those of professionals.

2. To identify specific aspects of the proposals where it is possible – and vital – for user experience to shape things, and then develop specific targeted engagement activity around these.
3. To be clear on what channels of communication are available to stakeholders for on-going input beyond specific meetings and events – before and after the submission date.

- Resource: there are many people with an interest in this project, and the scope of engagement is potentially limitless. However, resource is limited. Initial community mapping, scope assessment and then outreach will be a vital stage in establishing where that resource should be directed in order to secure (i) the best possible opportunities for the town centre, with stakeholder energy and ideas targeted to where it can make the most difference and (ii) the greatest sense of ownership and pride among the people of Trowbridge over the resulting proposals.
- Avoiding over-consultation: we are aware that there are a number of on-going projects and initiatives which are likely to require engagement with the same stakeholders. We will liaise with the projet leads to ensure that any feedback received is appropriately incorporated and played back to stakeholders, where appropriate, to demonstrate a joined-up approach.
- COVID-19: The current and potential restrictions in place due to Covid-19 present a challenge to reach stakeholders – particularly where our preference would be to engage with them face-to-face. Our standard approach is to always enable virtual attendance for meetings, enabling maximum flexibility for attendees. In addition, we will explore and agree additional channels for engagement and input. This could include, for example, virtual whiteboards and online mapping open for external inputs, delivering webinars with local schools, online surveys, and sending physical materials and arranging phone calls with vulnerable stakeholders.

STAKEHOLDER GROUPS

We have identified the following groups with whom we need to work, within the above parameters. The following table sets out initial thoughts on how this needs to happen. NB. As per Challenge 4 above, resource is not limitless on this project. It is therefore important that we identify with the client team our priority groups to work with – in general terms at this initial stage in the process – and then in detail once the Community Mapping has been completed this month (early February).

This will be elaborated upon throughout the masterplan and business case development process, with a focus for identifying priorities for engagement and thus for targeting resources.

Group	Detail / Engagement aim	Method of engagement	Timescales
'INTERNAL'			
Project steering group	Overall steering will be by the Officer Steering Group comprising of the key stakeholders and project leads, to oversee the bid progress and ensure coordination/alignment in outputs and approach to the FHSF submission.	Monthly meetings	Ongoing
Wiltshire Council and Town Council Councillors	This is an important group to engage with to demonstrate the Council's commitment and buy-in over the Future High Street Fund proposals. It includes: (i) Leader of the Council (ii) Cabinet Members, including relevant portfolio holders (iii) local Councillors for Trowbridge	(i) Regular briefing meetings	(i) ongoing
Service/ department heads	It is important to engage with them to (a) learn about the current challenges and build upon emerging policies and	Workshop 1	January

	initiatives; (b) ensure appropriate alignment of resources to deliver the biggest value for the high street, and (c) Demonstrate the Council's capacity for delivery. This will be a key component to build the Management Case.	Online One-on-one meetings (SP/FB)	(1) Mid Feb-early March, pre-draft submission (2) After receiving feedback from MCHLG (May - July)
'EXTERNAL'			
Trowbridge Area Board	Potential to use them as a focus group as the ideas develop and understanding the role they can play in bringing forward some of the initiatives (particularly where private sector needs to lead).	Regular updates (WCC)	Ongoing
Town Hall Trust	To develop scope of potential FHSF project	Online One-on-one meetings (SP)	Ongoing
Shires Shopping Centre, Castle Place, St Stephen's place operators	Zones of activity with the largest footprint in the town centre, key to understanding the opportunities to enhance connectivity and legibility in the town centre.	TBC	April
Landowners and developers	Key to understand barriers to development in Trowbridge and inform the delivery action plan / strategy for the Masterplan	Online workshop and engagement via Invest in Trowbridge	June
Local businesses	Raise awareness about the project happening and encouraging businesses to think with us about how they may be able to change and become more resilient – what types of uses would add to (and not detract from) what they want to achieve?	Online workshop and engagement via Chamber of Commerce	June
Existing community groups	Mapping ongoing.	Online workshop and one-on-one meetings, Council officers attending meetings	June - July
Youth groups / local schools	Potential to deliver workshop with local school to understand drivers and opportunities from young people's perspectives.	Workshop via school (currently being organised)	Early July
Residents	To consider the specific needs and interests of those who feel ownership of the area already, whose High Street who is, and who may be most directly affected by the change.	Online workshop	June

ACTIVITY PLAN

STAGE	DATE	ACTIVITY	Stakeholder(s)	Lead
ROM Development	Late Oct - Early Nov	Agree scope of ROM	Client Team	SP
Development of Masterplan	Dec - Feb	Stakeholder mapping	n/a	SP

update; Draft Business Case	Mid January	Visioning workshop	Trowbridge FHSF steering group Heads of service	ICC Team
	Early Feb	Agree comms protocols and messages	Client team	WC
	Mid Feb	Initial meetings and surgeries with internal stakeholders (discussions to inform management case)	Internal Service Heads	LPC
	Mid Feb – Mid March	Start to make contact with Mapped External Stakeholders, following the order, and any messages, agreed with the Council: introducing ourselves as the Consultant Team and mapping out thoughts and feelings to inform next steps and to start to draw up list of priorities / opportunities / resources. Establish appetite & potential members for Community Stakeholder Group.	Mapped External Stakeholders	SP
Development of Masterplan Action / Delivery Plan; Finalising FHSF submission ** Covid-19 contingency:	Mid May – June	Calibration meetings with key stakeholders and partners (to respond to MHCLG comments on draft business case, where relevant). ** Virtual meetings via skype / zoom	Key Stakeholders	ICC Team
	June	Community workshop ** See appendix 1	External stakeholders	ICC Team
	Early July	Produce final engagement report & scope Trowbridge stakeholder group	n/a	ICC Team

Annex 3: Project location (draft)

Projects Key

1.1 Gyratory two-way system
1.2 River Biss Project - Shires & Town Bridge
1.3 Pedestrianisation of high street
1.4 Wayfinding and environmental improvements
1.5 Teasel drying house
2.1 Town Hall improvements
2.2 Adjacent properties improvements
3.1 Vacant units change of use
4.1 Redevelopment to improve park frontage

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Wiltshire Council

Cabinet

Tuesday 14 July 2020

Subject: **Salisbury Future High Street Submission**

Cabinet Member: **Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, MCI and Communications**

Key Decision: **Key**

Executive Summary

Wiltshire Council has been leading a holistic recovery programme for Salisbury since the economic shock following the nerve agent incidents of 2018. These caused a significant loss of footfall into the city with a resultant loss of trade and confidence. Footfall over the last 2 years has not returned to 2017 levels and the city's exposure to a retail sector which is undergoing a structural change means that the future prosperity of the city is under threat. Salisbury has the largest leisure, retail and hospitality sector in Wiltshire, responsible for one third of employment in the city.

There are other factors that are resulting in Salisbury's economic performance not performing as strongly as it could; these include

- a poor entrance to the city,
- an underperforming visitor economy compared to heritage competitors,
- city centre congestion
- Failure to attract or retain young people in the city.

To address these factors and to drive economic recovery a programme of activity for the city has been developed. To realise the ambition of Wiltshire Council and our partners to deliver this strategy will require public and private sector investment.

Salisbury has progressed through the Expression of Interest stage for funding under the Government's Future High Street Fund (FHSF) and is preparing to submit a business case at end of July 2020. This report provides an overview of the strategy and the FHSF projects that have been developed to support Salisbury.

Covid 19 will have a significant impact on the vitality of Salisbury city centre. Footfall has suffered significant decline. National chains are closing and entering into administration. Salisbury's retail, tourist and leisure sectors are experiencing a second economic shock. A significant FHSF allocation will enable Wiltshire Council to work with partners to make necessary investments, support the diversification of the high street, and attract private sector funding

to enable Salisbury to re-establish a thriving city centre for the benefit of residents, businesses and visitors.

Proposal(s)

That Cabinet:

- Agrees the contents of this report.
- Delegates authority to the Chief Executive Officer - in consultation with the Directors for Economic Development and Planning, and Legal, Electoral and Registration Services and the Cabinet Member for Economic Development to approve and submit the Salisbury Future High Street Fund business case, application and funding request to MHCLG.
- Agree to match fund the Station Forecourt and redevelopment of 47 Blue Boar Row and if through funding of Stone Circle, such investment and commercial terms to be undertaken on arms lengths terms and delegate authority to Chief Executive in consultation with the Cabinet Member for Economic Development and the Director for Finance to negotiate an agreement with Salisbury City Council as to the future management and ownership of that property
- Note that the Future High Street Fund contract arrangements, conditions including procurement processes for project delivery and arrangements with SCC will come back to Cabinet for review and approval.

Reason for Proposal(s)

Salisbury's economy is reliant on the retail, leisure and tourist offer within the city, which is responsible for a third of all employment. Salisbury City Centre economy has now experienced two economic shocks, the nerve attack in 2018 and now, Covid-19 in 2020, resulting in a significant decline of the vitality, attractiveness and perception of the city centre.

These shocks are exacerbated by seismic changes taking place in the retail market, as it moves to an on-line market place. In Salisbury, persistent structural challenges around transport access and poor linkages, demographic shift and heritage investment significantly threaten long term vitality.

Salisbury needs to restructure its offer to attract residents, visitors and workers to the city. A successful allocation of FHSF will enable Wiltshire council to work with partners to initiate that process and attract in other public and private sector funding to rejuvenate the city.

Terence Herbert, Chief Executive Officer

Wiltshire Council

Cabinet

14 July 2020

Subject: **Salisbury Future High Street Fund Submission**

Cabinet Member: **Philip Whitehead, Leader of the Council and Cabinet Member for Economic Development, MCI and Communications**

Key Decision: **Key**

Purpose of Report

1. To update Members on the strategy that Wiltshire Council and its partners has developed to reshape Salisbury's city centre offer.

2. To seek Cabinet approval for Salisbury's submission to the Government's Future High Street Fund.

3. To agree the proposed delegated authority provisions to enable the Council to submit a business case on behalf of Salisbury and make the necessary agreements with Salisbury City Council on the future management, funding and delivery of 47 Blue Boar Row to provide 'Heritage Living' for young people.

Relevance to the Council's Business Plan

4. Attracting funding into Salisbury from the Future High Street Fund Improvements helps meet the priorities of the Council's Business Plan 2017-2027, including:
    - Growing the Economy:
        - High Skilled Jobs (Employment)
        - Housing and Infrastructure (Sustainable Development)
        - Transport and Infrastructure (Access)
    - Strong Communities
        - Safe Communities (Protection)
        - Personal Wellbeing (Prevention)
    - Working with Our Partners:
        - Community Involvement
        - Delivering Together

Background

5. The Novichok nerve agent incident in 2018 led to a dramatic decrease in the footfall visitor numbers to Salisbury, with the loss of over a million visits

in 2018 alone, and a 14% footfall decrease in the two years since the attack, compared to a footfall decline of 5 % nationally. The Council established a dedicated team that has worked across the Council and with partners to establish an economic recovery plan for Salisbury and a Future Salisbury Partnership Board to shape and deliver growth plans for the city.

6. In December 2018 the Government launched the Future High Streets Fund (FHSF), to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability. In light of the economic shock from the nerve agent incident, Salisbury made an expression of interest to the fund, outlining the challenges facing Salisbury and the projects which would transform the high street. The application successfully made it through that round and a full business case submission is required.

7. The proposals draw on Salisbury's offer: the Cathedral, the Market Place, the historic townscape and large number of independent businesses. It is a city setting with a medieval feel. With its cathedral and close proximity to the internationally famous World Heritage Site of Stonehenge, Salisbury is a popular tourist destination. It will be the first 'connected city' in the country to benefit from full fibre broadband enablement. The city has both a strong business community and a science park on its doorstep at Porton Down. Salisbury has an artistic and creative community that provides a strong and positive basis from which to develop and widen its appeal.

Future High Street Fund.

8. The government recognises that consumer patterns are changing, as spending increasingly moves online and expectations of high streets are changing. In December 2018 it launched the FHSF to support transformative, structural changes to overcome challenges in high streets. The objective of the Fund is to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability. Funding bids can be made up to £25m, however, MHCLG makes clear that funding is limited, and most places will receive lower amounts.

9. Funding allocations are assessed through two phases. Both Salisbury and Trowbridge passed the Phase 1 Expression of Interest stage, which looked at the need for funding, nature of the challenge and the vision for the future of the town centre. Phase 2 of the application process is the development of projects that meet the identified needs of the individual high streets and are transformative in nature. A summary of the projects developed and proposed for Salisbury is described in this report.

10. FHSF investment can fall under these categories: Investment in physical infrastructure, acquisition and assembly of land including making improvements to the public realm, improvements to transport access, traffic flow and circulation in the area, supporting change of use including (where appropriate) housing delivery and densification and supporting adaptation of the high street in response to changing technology.

11. This report seeks support for the proposals and endorsement of the Phase 2 submission to the Future High Streets Fund.

Economic Context

12. Salisbury city centre is home to 1,745 businesses and since 2016, the business base has grown by a modest 2% compared to an English average of 6%. Salisbury's economy is highly dependent on its high street, with related employment, namely Retail, Accommodation and Food Services, and Arts, Culture and Leisure, comprising 31.4% of the total. Of this total, 17.2% are employed in Retail, 8.6% in Accommodation and 5.6% in Leisure and Culture. There has been a 5% reduction in the number of retail businesses since 2016.

13. In 2018, 3,750 jobs in Salisbury were in retail which represents a sector specialism compared to the England average. In addition, wider city centre employment has shown signs of decline in recent years – since 2015, the number of jobs has fallen by 7.5%, partly caused by mergers between financial service firms and their relocation with loss of employment and spend in the city centre.

14. How the UK conducts its retail shopping is changing fast, with unprecedented growth of online shopping in particular having a big effect on high streets. Between 2007 and 2018 online sales increased six-fold while the growth of in-store sales lagged behind. In 2000 online retailing accounted for less than 1% of total retail sales while in October 2018 almost a fifth of all retail sales took place online.

15. Research indicates Salisbury may have too much of the wrong type of retail, with a significantly higher exposure to multiple chains in the town centre (36% of retail units as opposed to 25% nationally), rendering the city vulnerable to store closures and vacant units as multiple chains are consolidating. One of the initiatives Wiltshire Council has supported is the development of artisan businesses and increasing their presence within the high street to provide an experience that can be less replicated elsewhere.

16. Salisbury has struggled to attract private investment for many years, with a number of stalled development sites. Concerns around heritage and environmental constraints have been highlighted as key inhibitors to private sector investment for many years.

17. With Porton Down research establishment and science park on Salisbury's door step, large scale relocation of the armed forces within the wider region and the presence of a number of strong businesses, there is both the opportunity for Salisbury to establish a growing economy, and the challenge that if not the wider Wiltshire economy will be hindered.

Economic Challenges

18. The nerve agent contamination saw the main pedestrian thoroughfare from the city's central car park to its retail centre closed for 11 weeks. Footfall

dropped as a result and has not recovered, as people lost confidence and "got out of the habit" of shopping in town, found other centres that met their needs or went on-line. Covid-19 will increase this pressure, with store closures being announced.

19. In addition to the challenges of the current retail offer mentioned above, Salisbury has a problem with retaining and attracting young people to live, work and dwell in the city centre. The median house price to wage ratio in Salisbury is 10:1, significantly above the 7.9:1 ratio for England and Wales, and the city's house prices have grown faster than the national average over the past five years. The proportion of people aged 20-29 is 4% below the national average, and 3% below the regional average. Contributing to not being able to attract young people, and potentially as a consequence, Salisbury's night-time economy has receded in recent years with reductions in employment, the number of businesses and evening footfall since 2015.

20. Despite Salisbury being a strong tourist destination, Salisbury fails to capture significant potential spend for people visiting local assets such as Stonehenge or the Cathedral, with parking data showing that 58% of coaches stay under two hours in the city. Leveraging these key assets, and broadening Salisbury's visitor offer beyond one heritage asset will be essential to develop Salisbury's tourism sector and the number of overnight stays.

21. The Stonehenge tour bus is located directly outside the station, with currently no effort to encourage visitors into the city to support increased city centre footfall. Over 117,000 visitors used the Stonehenge bus in 2019/20 and usage is increasing year on year. The station provides an underwhelming gateway to the city centre, characterised by poor design, wayfinding and walkability. For visitors arriving by rail, Fisherton Street (which runs from the station approach to the city centre) is characterised by narrow paving and heavy traffic, culminating in poor pedestrian access. Inadequate design and consideration of the public realm means that there is little incentive for visitors to explore the city centre.

22. Lastly, there is a high reliance on car journeys for those living and working in Salisbury with resultant traffic congestion and poor air quality. Evidence from the UK who have made investments to encourage sustainable transport have seen improvements in town centre trade.

Central Area Framework and Partnership Board

23. Over the last 12 months officers with the support of external consultants have engaged with stakeholders and consulted with residents to develop a Central Area Framework (CAF) for Salisbury. There are five central aims:
    - To enable the city to respond to the challenges of the climate emergency and take meaningful and urgent steps towards mitigating and preventing the impacts of climate change.
    - A self-contained and affordable city providing greatly enhanced opportunities for people to live, work and meet their retail and leisure needs locally, thereby reducing commuting and reducing carbon emissions.

- A city with a rich and diverse tourism industry with proposals to broaden the city's offer.
- A city with a thriving economy that encourages inward investment with measures to ensure that the city centre is resilient to changes in retail and leisure floorspace requirements.
- A city that celebrates its rich heritage by showing it in the best light through revealing attractive building frontages with sympathetic public realm enhancements, bringing empty buildings back into use and delivering attractive shop frontages.

24. In turn the CAF is proposing 5 main strategies:
    - Creating people friendly streets; to make the central area a better place for people to move around safely, comfortably and in an environment with reduced noise and air pollution and prioritises cycling, walking and public transport.
    - Improving open space and the environment; the delivery of a connected green corridor through the city centre and improving connections between the existing green spaces to enhance nature, leisure and enjoyment
    - Creating vibrancy: Giving residents and visitors an experience through the activities that happen in addition to the day-to-day retail, leisure and service offer which they really enjoy, want to repeat and recommend to others.
    - Bringing out the qualities: to enhance buildings and spaces to best showcase the unique and beautiful heritage of Salisbury
    - Identifying character areas and their role in the city; providing a clear and distinctive identity and purpose to the various parts of the central area to enhance their individual character and roles.

25. The CAF forms part of the evidence bases for the development of the Wiltshire Local Plan and Salisbury City Council's Neighbourhood plan. It provided a strong platform to develop and deliver the proposals for the FHSF.

26. Alongside the CAF, Wiltshire Council has worked with Partners to establish a Future Salisbury Partnership Board which includes SCC, the Cathedral, Salisbury NHS Foundation Trust, Swindon & Wiltshire LEP, Salisbury BID, Wiltshire College & University Centre and private sector representation. This Board has endorsed the FHSF submission and provided a good sounding body to assist in shaping these projects.

Projects.

27. Wiltshire Council has engaged widely with stakeholders from across the city to identify and shape projects to resolve the challenges identified:

- Station Forecourt. The redevelopment of Salisbury train station and its environment. This first phase would focus on the station forecourt to deliver car parking capacity, a bus interchange, taxi rank, a high-profile visitor experience waiting area and information point, bike hub including electric charging, enhanced public realm and accessibility for pedestrians.

- Transforming Accessibility. To showcase and initiate the delivery of ‘people friendly streets’, Fisherton Street - the gateway from the station to the retail centre will be transformed through Highways and structural interventions will connect the station to Salisbury’s retail core. We will be encouraging active transport by prioritising buses, passengers and cycles. Investments in lighting, signage, highway carriageway and building frontages will change the narrow pavements, poor wayfinding, and heavy vehicular traffic.
- Heritage Living This strategy will create apartments in unoccupied spaces above shops and is targeted at encouraging young people to live in the centre of Salisbury. The proposal is to redevelop 47 Blue Boar Row to showcase this strategy and delivery a proof of concept will encourage investor confidence to redevelop sensitive and underused sites in the city’s medieval core. Further work will be undertaken to encourage and support landlords in returning their vacant upper floors to support city centre living, generating mixed use and higher footfall.

28. These projects have been workshopped with the Institute for Place Management, with an initial project longlist being refined based on their ability to respond to the 25 factors for town centre viability and vitality. Salisbury has benefited from SWLEP which has enabled them to invest in shaping these projects, testing for feasibility, developing concept designs and allowing for engagement with residents and stakeholders to assist in shaping these projects.

29. The redevelopment of the Salisbury station environment is intended to integrate it with the city and improve the sense of arrival. It includes the introduction of buses on to the forecourt, improvements for pedestrians and a visitor ‘pavilion’. This pavilion could be a visitor attraction in the form of a sculpture. The concept designs have been developed and costed by a multi-disciplinary team led by Atkins, our term contractor, in partnership with South Western Railways (SWR). To achieve the aims of the project there is a loss of car parking spaces on the forecourt, that is a key concern to SWR. In the costs associated with the project there is an allocation for their re-provision. The project team continues to work to identify where these replacement car parking spaces can be re-provided, and while there exists a number of options, ensuring redelivery is a risk to the project delivery.

30. 47 Blue Boar Row is a building owned by SCC, as an asset transferred from Wiltshire Council. An architect experienced in redeveloping listed buildings, has produced concept designs to deliver 9 apartments and space for an active use on the ground floor facing Salisbury historic Market Place. The costs to bring the property back into use exceed the commercial return, hence this projects inclusion in the FHSF submission. There is cost provision to use the project to spread best practice as to how property owners can refurbish their buildings to deliver ‘Heritage Living’ within Salisbury.

31. Supported by SWLEP Wiltshire Council has been developing a transformational strategy to reduce car usage in the city centre. The transformation of Fisherton Street will change a key artery into the city centre into a people friendly street, encouraging patronage of the many retail and hospitality offers within the street as well as funnelling residents and visitors into the city centre. Concept design and costings have been developed by a multi-disciplinary team led by Atkins.

32. During the last 12 months the Council has worked with to develop an 'artisan arcade' concept to assist in differentiating Salisbury's retail offer. Over the winter the Council managed an artisan retail offer that occupied an empty shop, identified and worked with over 80 small businesses (artisans) to sell and market their products. As well as bringing a building back into use it served to increase footfall in Salisbury's High Street and has helped to develop a number of small businesses from across Wiltshire. The Council has investigated a number of empty buildings that could be converted to deliver this project, at the time of submitting this report, a suitable building has not been secured, which will lead us not to include a capital allocation in the FHSF submission. We will continue to work with Salisbury partners to support a reopening 'pop-up' concept post the Covid lockdown.

Main Considerations for the Council

33. The above projects have been costed at circa £15M, which is within the bidding envelope set out by Government. All projects are being subjected to final scrutiny and cost analysis before submission.

34. The cost of restoring 47 Blue Boar Row to provide apartment living for younger residents will need grant funding from FHSF to make it a viable proposition. It is a listed building, requiring considerable work to enable it to fulfil an economic and social function in the city. The architect has produced concept plans for the building's redevelopment and the costings include contingency allowances. Savills, working for Wiltshire Council have assessed the commercial position and believe that grant funding at the level being included within the FHSF submission would be required by a commercial entity alongside their funding to bring back into use this listed building.

    Following an assessment of rental incomes, Savills have prepared cash flow projections and believe that with additional grant funding, commercial companies would invest their money to renovate the building and rent out properties in the market. Discussions are on-going with SCC and Wiltshire Council as to whether the former would wish to assist in funding the development and respective roles in management of the property.

35. The wholly owned Wiltshire Council Stone Circle commercial company is the preferred partner for the Council to redevelop this building and potentially manage the rental of apartments as a business. They have the necessary developmental expertise and the rental proposition fits with their business objectives. The terms of such an arrangement would need to be the same as other commercial entities, and the Board of Stone Circle will need to consider the business proposition. To submit the FHSF this report seeks support from Wiltshire Council to act as the backstop and underwrite the cost of this

investment, circa £1.2M. If this funding was needed it would generate a suitable return over the cost of financing and be paid back over time. Should the bid be successful, the details of commercial arrangements and assessments of viability would return to Cabinet for review, and a planning application would be required. The funding is expected to be required in 2022/23.

36. In addition, redevelopment of the Station Forecourt will require re-provision of car parking spaces from the forecourt. There are many options under consideration, including options involving council land. To provide sufficient assurance for the bid submission, this report seeks endorsement for the maximum cost that could result from the scheme at £1.71M. Up to £700k could be allocated from s106, with the remainder sought from the existing £1m allocation for the Salisbury programme in 20/21. Should the bid be successful, the details of arrangements would return to Cabinet for review.

37. Significant Wiltshire Council officer time has been undertaken to shape the projects and engage with residents and stakeholders through revenue budgets established after the nerve incidents. Future officer time to project manage the projects will be supported through the FHSF.

38. SWLEP will have contributed up to £0.9m capital funding to assist Wiltshire Council and partners develop the projects under submission. There is a risk that if capital funding does not become available to deliver these projects, the Council would need to reallocate revenue funding to deliver a revenue capital swap as per the funding agreement with SWLEP

39. MHCLG has indicated that the vast majority of towns will not receive £25M. There is a strong strategic case has been established for Salisbury following the nerve agent incident. However, with Covid19, many town centres now find themselves in economic shock, and the government will receive many calls for further support. If Salisbury is not awarded the full amount, individual projects may need to be prioritised.

40. The projects proposed must be delivered by 2023/24. Match funding may support delivery in later years, but all FHSF funding must be spent by 2023/24. The submission includes programme management resource and officer support for works necessary to meet this deadline. In bidding, the Council is committing to supporting a programme of monitoring and evidence that will last beyond the bid period. Funding announcements are expected in the Autumn of 2020.

Overview and Scrutiny Engagement

41. The Environment Select Committee initially had a presentation on the Salisbury Recovery Operation in January 2019, where the committee discussed the key challenges of the recovery operation. A second update was provided to the committee in November 2019, where the committee learnt that the Council's bid to the Future High Streets Fund for Salisbury and Trowbridge had been shortlisted.

42. The progress of the submission has been reported to Salisbury Area Board on a regular basis.

Safeguarding Implications

None

Public Health Implications

43. Key objectives within the CAF are to encourage walking, cycling and use of public transport within the city, through investing in people friendly streets. In addition, improving the accessibility of the rivers, meadows and surrounding countryside of the city. As well as improving an individual's health and well being such measures will reduce air quality pollution.

44. The investment of FHSF at Salisbury station to improve it as a transport interchange, with better linkages to buses and a specific cycle hub will reduce the need for car journeys. Investment in the Fisherton gateway to deliver a pedestrian friendly environment will encourage walking into the city. Both projects will support an improvement in public health.

Procurement Implications

45. Contract Value: whether the Works Projects are treated separately or combined, the transport related projects are anticipated to exceed the current OJEU Works threshold of £4.733m.

The SPH will work with the service area to determine the most effective route to Market, this summary guidance applies to all activities –

Open OJEU process:
Advantages: simplest to follow; local suppliers can apply;
Disadvantages: high levels of response / feedback; resource intensive;

Restricted OJEU process:
Advantages: gives certainty of response and quality of final submissions; local suppliers can also be engaged;
Disadvantages: extended time frames for procurement; requires significant commitment of resources;

Framework:
Advantages: offers higher levels of response certainty; known bidders;
Disadvantages: restricted to Framework suppliers which could exclude local suppliers; use of Framework quality questions may have an impact on Wiltshire's needs.

The building and Illuminating Salisbury projects are at present below the OJEU thresholds, the latter forms a specialised product, however, from the feasibility work the Council has a good understanding of the supply base.

The SPH will work with the Recovery Team to ensure that procurement solutions deliver the most cost, time and quality effective solutions.

Equalities Impact of the Proposal

46. Each of the projects as they are shaped will undertake an equalities impact assessment as they progress. The station forecourt proposals are considering very carefully access and safety of the station for, in particular the elderly and disabled.

Environmental and Climate Change Considerations

47. At the heart of the CAF is to make Salisbury a more sustainable city, and the FHSF proposed projects will assist in that process. Encouraging of residents, those undertaking business and visitors to use sustainable transport through the transformational change at Salisbury station and Fisherton street will reduce emissions in the environment. Bringing back into use 47 Blue Boar Row and supporting landowners in the city to use their empty spaces will reduce the need to build new homes with resultant use of carbon.

48. The detailed design process will consider how in the use of materials the production of new carbon can be minimalised and the procurement strategy will include consideration of climate change in the process of appointing suitable contractors to deliver the projects.

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

49. Salisbury will not apply for FHSF monies and the opportunity for external government funding will be missed. If other funding streams are not available Wiltshire Council will be unable to deliver the projects developed as part of the recovery with resultant reputational impact and further economic decline in Salisbury.

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

50. The FHSF Salisbury programme has a detailed risk register as do the projects outlined above. Key risks and mitigations include:
    - Cost increases. All projects have moved through concept design stage and include an assessment of costs from industry experts, which include contingency sums.
    - Lack of resident and stakeholder support. Projects and the strategies behind them have been consulted and engaged on.
    - Projects not delivering the economic benefits. Projects were tested through a process that is being used by government experts for revitalising high streets. Economic consultants have produced and assessed the projects within Treasury business case.
    - Deliverability within timescales. With concept designs produced, each project has a detailed programme for delivery. Time has been

allowed for the Council to scale up resources to support delivery once funding allocations have been made.

- Agreements with partner organisations. Projects have been discussed and been shaped with different organisations that will central to their success. A number of the projects will need to complete detailed arrangements prior to delivery.

Financial Implications

51. In submitting the bids as outlined in the report the Council will be committing to £2.823 million of match capital funding across 2022/2023 and 2023/2024 as detailed in the table below.

52. There is a budget allocation of £1 million in 2021/2022 approved Capital programme, so this would be an additional capital budget request of £1.823 million. The capital allocation for Blue Boar Row (£1.113M) will be on a commercial basis and has been subject to an independent development appraisal which is expected to generate a suitable return over the cost of financing and be paid back over time. Additionally, there is potential to fund £0.7 million from S106 but this requires further investigation.

53. If approved by Cabinet, this could be vired from the "other Capital Scheme to be confirmed" Budget which is funded by borrowing and has a balance of £18.324 million in 2021/2022.

	2020/21			2021/22			2022/23			2023/24			Total		
	FHSF Grant	Private Sector Funding	Wiltshire Council Funding	FHSF Grant	Private Sector Funding	Wiltshire Council Funding	FHSF Grant	Private Sector Funding	Wiltshire Council Funding	FHSF Grant	Private Sector Funding	Wiltshire Council Funding	FHSF Grant	Private Sector Funding	Wiltshire Council Funding
	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m	£'m
Package 1: Station Forecourt	£0.371	£1.900		£0.726			£3.407		£0.855	£1.998		£0.855	£6.502	£1.900	£1.710
Package 2: Transforming Accessibility	£0.045			£1.006			£4.031			£2.139			£7.222	£0.000	£0.000
Package 3: Heritage Living				£0.109		£0.124	£0.256		£0.495	£0.256		£0.495	£0.620	£0.000	£1.113
Total	**£0.416**	**£1.900**	**£0.000**	**£1.841**	**£0.000**	**£0.124**	**£7.693**	**£0.000**	**£1.350**	**£4.393**	**£0.000**	**£1.350**	**£14.344**	**£1.900**	**£2.823**

54. Although if successful the FHSF will deliver a significant investment into the Wiltshire economy, it will require continued revenue support through the economic development service to provide overarching client management. Project management costs are being sought as part of the funding request.

55. The report highlights the exposure to risk if projects do not proceed as capital funding secured through SWLEP at £0.900 million which has been spent on development would revert to revenue if the schemes do not proceed.

Legal Implications

56. The transformation and redevelopment works will be subject to the Procurement Regulations (see Procurement Section, above) and the

tendering required by those Regulations will be sufficient to satisfy State Aid requirements in those works' contracts.

In regard of the Blue Boar Row commercial arrangements there is a state aid issue. Putting the commercial arrangements to the market to seek bids and select from those bids in an even-handed evaluation of development partners for the Council would not raise State Aid issues. However, if the Council does decide to go directly to the Stone Circle companies then, on the face of it, this raises State Aid and Procurement issues. An unhappy developer could complain that as the commercial services were not tendered then this gives the Stone Circle companies an unfair commercial advantage. A procurement complaint here would be countered here by use of the "*Teckal*" exemption. This allows a public authority to give to its wholly owned companies contracts directly and without tendering. The state aid element of the complaint would have the same substance, that the arrangements gives the Stone Circle companies an unfair commercial advantage.

There are two ways of bringing these potential arrangements between the Council and its Stone Circle companies within State Aid regulations. The first is use of the *de minimis* regulations. These say that contract and other support given to economic entities is not State Aid if it amounts to less than Euro 200,000 in a three-year rolling period. It is anticipated that the arrangements in question will be of significantly higher value than this, so making de minimis unavailable to the Council. The other avenue is to make use of the *Market Investor* principal.

If the arrangements between the Council and the Stone Circle companies can be shown to be on the same commercial terms as would be expected to be gained in an arm's length arrangement with an independent commercial entity, then these arrangements will be state aid compliant. It is likely that the assessment of the commercial equivalence of the arrangement would be done by an independent party. It is noted that the Council is making that commitment if it goes ahead with this delivery option.

Workforce Implications

57. The funding includes provision for funding of officer time to oversee and manage the implementation and monitoring of the projects and the necessary external professional support to deliver the projects outlined in this report. A successful allocation of funding may require external recruitment on time limited contracts or secondment(s) to meet this requirement, depending on officer availability.

Options Considered

58. There are other options that were considered:
    - Not to proceed with an application

- altering the size of our bid submission; or
- proceeding with the recommended strategy.

59. In failing to proceed with the application, Wiltshire Council will be unable to deliver the projects developed as part of the recovery with resultant reputational impact and further economic decline in Salisbury. The Council will also need to provide revenue funding to the SWLEP to re-pay the capital contribution to date.

60. It is recognised that post Covid there will be increasing pressures on the resources and priorities of the Council. Not to submit a bid is a valid option, however, this would result in the potential loss of funding and increase the possibility of Salisbury's retail and leisure offer continuing into decline. This option is not recommended.

61. There were a number of projects that have not been included as they are not likely to be deliverable within the time period of the FHSF. Their inclusion may discredit and distract from the wider bid. One of these projects, artisan arcade, we believe can be delivered in part as a joint project with partners and willing landlords offering reduced rent on empty buildings. It is considered that only projects with credible and timely delivery plans should be included in the bid.

Conclusions

62. In conclusion, Salisbury as a city is heavily dependent on its retail, hospitality and leisure offer, which was significantly impacted by the nerve incidents in 2019 and now by Covid. Only significant interventions will help reverse their decline. The FHSF offers an opportunity for Wiltshire Council to receive external government funding to take forward a number of transformational projects which have the support of our partners and stakeholders in Salisbury.

Alistair Cunningham OBE

Report Author: Victoria Moloney.

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Wiltshire Council

Cabinet

14 July 2020

Subject: **Wiltshire Council Adoption Service: 2019-2020 Year End Report**

Cabinet member: **Cllr Laura Mayes Cabinet Member for Children, Education & Skills**

Key Decision: **Non-Key**

Executive Summary

It is a statutory requirement that the Wiltshire Council Adoption Service provides a year-end report to the Council. It describes the management arrangements, outcomes, priorities and finances of the Agency for the period 1 April 2019 to 31 March 2020.

This is the Wiltshire Council Adoption Service report, with the Council retaining responsibility for the child's journey to adoption. The Regional Adoption Agency (RAA), Adoption West, launched on 1st March 2019 and so this is the first annual report which relates to a full year of the partnership arrangement being operational.

Wiltshire Council retains overall responsibility for the adoption of our children whilst other functions are undertaken by Adoption West. Adoption West is a Local Authority Trading Company that is owned by the six partner Local Authorities and commissioned by them to provide defined adoption services. Adoption West is registered with Ofsted as a Voluntary Adoption Agency and it is managed by a Service Director who reports to the Board of Directors.

This reporting period ends on 31 March 2020, just over a year since Adoption West was launched. There are some Scorecard measures that cover a three-year period and so aspects of this report relate to Wiltshire Council performance, where functions have now moved to Adoption West. It should also be noted that the most recent nationally published Scorecard available is from 2018.

Wiltshire Council's adoption work was inspected by Ofsted in June 2019 as part of the wider inspection of Families and Children's Services. This included discussion with the Service Director of Adoption West and the scrutiny of information from that organisation. The overall inspection judgement was Good. The inspection report referred to adoption as one of the Council's options for permanence for children. It said the arrangements for finding children adoptive parents are a strength and that the relationship with Adoption West "is working well and has been seamless for both children and carers". The report added that

"children in Wiltshire are waiting less time than ever to move in with their adoptive family…scrutiny of the performance of the RAA is thorough and challenging". The report also stated that there "has been no detriment to Wiltshire children; in fact, performance has improved…" There were no improvement recommendations made.

In 2018/19, 33 adoption orders were granted, and 27 families were approved as suitable to adopt. For the year 2019/20, 22 Adoption Orders have been granted for Wiltshire children and 21 families living in Wiltshire have been approved as suitable to adopt. Across the Adoption West area there have been 84 adopter approvals; the generally accepted target for adopter assessments is 8-10 approvals per social worker. Based upon staffing levels within Adoption West, this represents a meeting of that target; few other RAAs have achieved this rate.

The recruitment, assessment and approval of adopters is completed by Adoption West; children from Wiltshire can be placed for adoption with any Adoption West approved adopters, not only those living in Wiltshire. Previously, interagency placements have been made outside Wiltshire, so these now only apply where children move to live outside the Adoption West area, meaning a reduced spend on such placements.

Although this Annual Report is retrospective, it is important to maintain adopter sufficiency. Within Adoption West, there are currently 69 prospective adopters in Stage 1 and 42 in Stage 2 of the assessment process. It is too early to be certain of the long-term impact of the Covid-19 pandemic on the recruitment of adopters although the target is likely to be close to 100 adoptive families. At the time of writing all aspects of recruitment were continuing with little change in numbers of enquiries.

Comparative performance for local authorities is via the Adoption Scorecard which, for Wiltshire, shows overall continued improvement. The Government has not yet given clarity about how the Scorecard will be used by the Regional Adoption Agencies (RAA) and there is delay in releasing the 2019 Scorecard, in part due to the Covid-19 situation. In the meantime, Wiltshire continues to use the 2018 Scorecard to track performance.

Adoption West has not yet been inspected by Ofsted. An inspection was anticipated before the Covid-19 pandemic effectively suspended all Ofsted inspection activity. At the time of writing this report, it is not known when inspections might restart.

Proposal(s)

It is recommended that the contents of this report are considered against the Corporate Parenting Strategic Priority for children looked after to have a loving home, good relationships and respect.

Overview and Scrutiny Engagement

Under the Covid-19 overview and scrutiny arrangements, a briefing was offered to the chair and vice-chair of the Children's Select Committee prior to the report being considered by Cabinet.

All members of the Children's Select Committee will also be made aware of the report prior to Cabinet, as well as having the opportunity to consider the report when the committee resumes holding meetings.

Reason for Proposal

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

Adoption West will be subject to separate scrutiny arrangements through its own Scrutiny Board, arrangements which are still in development.

Terence Herbert - Chief Executive Officer

Wiltshire Council

Cabinet

Date of meeting: 14 July 2020

Subject: **Wiltshire Council Adoption Service: 2019-20 Year End Report**

Cabinet member: **Cllr Laura Mayes Cabinet Member for Children, Education & Skills**

Key Decision: **Non-Key**

Purpose of Report

1. This report provides a year-end report to Cabinet regarding the performance of the Wiltshire Council Adoption Service, alongside a consideration of the effectiveness of Adoption West. It is a requirement of the condition of registration, as described in the 2014 Adoption Minimum Standards and 2013 Statutory Guidance, that Cabinet is satisfied the Adoption Agency complies with the conditions of registration, is effective and is achieving good outcomes for children. These Standards and Guidance have not yet been specifically revised to describe the reporting requirements for the Regional Adoption Agency (RAA).

2. Cabinet received an Annual Report regarding the Adoption Service in July 2019, covering the period from 1 April 2018 to 31 March 2019. This report relates to the full year 2019/20 reporting period. Cabinet also received an interim six-month report in January 2020.

3. The Ofsted inspection of Children's Services in June 2019, (arriving at the overall judgement of Good) which included the Adoption Service, noted that adoption work in the local authority, and in partnership with Adoption West, is a strength.

4. This report includes information regarding the management and performance of the Wiltshire Council Adoption Service and the Wiltshire Adoption Scorecard, relating to children who require adoptive families and those who are placed, the disruption of placements and children where the plan for adoption changes. It also includes summary information about the recruitment and approval of adopters by Adoption West and the work of the Adoption West Panel. It should be noted that details of the performance of Adoption West as an organisation can be accessed in that organisation's annual report.

5. It is recommended that the contents of this report are noted and accepted.

Relevance to the Council's Business Plan

6. The Wiltshire Council Adoption Service contributes to a central priority as set out in the Wiltshire Council Business Plan 2017-2027; namely to protect those who are most vulnerable and provide permanent homes for children in care.

7. The identification of adoptive families for Wiltshire children remains a priority for the Council. Wiltshire Council remains an adoption agency because it retains responsibility for children requiring adoption. Adoption West has responsibility for the recruitment, assessment and approval of adoptive families, family finding and adoption support.

Main Considerations for the Council

8. The main consideration for the Council is to be assured about statutory compliance and the effectiveness of the Adoption Service. In 2017/18, 22 children were adopted. In 2018/19, 33 children were adopted and in 2019/20 this number was 22. Of these, 6 (27%) were placed within 12 months of the decision that adoption was in their best interest being made. In 2017/18, 19 adoptive families were approved by Wiltshire Council, in 2018/19, 27 families were approved by the Council and in 2019/20, 21 families were approved by Adoption West as suitable to adopt, living within Wiltshire and 84 in the wider RAA area (including Wiltshire). Sufficiency of approved families must be maintained through the work of Adoption West.

9. Wiltshire's current Adoption Scorecard (most recently published performance to March 2018) shows that performance remains strong with overall continued improvement and is included below (para 13), for reference. We have seen some fluctuation in the past year; this is not significant and given the considerable change brought about through the launch of Adoption West, this is not a cause for concern but will be monitored closely. National performance targets are no longer published by the Government and it has not yet indicated what national and local reporting will be in place when an RAA is in operation and functions pass to it from the local authority. At present, each local authority Adoption Agency still has a scorecard and there are three key measures that are included:

A1: the average time between a child entering care and moving in with its adoptive family, for children who have been adopted:

- The local authority scorecard three-year average (2015-18) is **397** days. This is significantly shorter than the three-year average of 469 days in 2014-17 and shorter than the England three-year average for 2015-18 of 486 days. The Scorecard shows steady improvement over time.
- Excluding two legacy cases, adopted in 2016, the three-year average figure becomes **337** days for 2015-18
- The local authority figure for 2019-20 is **369** days, up from 342 in the previous year.
- Including Early Permanence placements and legacy cases, locally reported data estimates the figure for 2017-20 as **339** days, a continued improvement on 397 days and a marked improvement on 486 days, remaining significantly less than the England average.

A2: the average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family:

- The local authority three-year average (2015-18) is **173** days. This is a small decrease on the three-year average of 186 days in 2014-17. Excluding two legacy cases this figure becomes 139 days for 2015-18.
- It remains shorter than the England three-year average of 201 days. Overall the Scorecard shows steady improvement over time.
- The local authority one-year figure for 2019-20 is **142** days. In 2018-19 the figure was 100 days and in 2017-18 the figure was 132 days.
- Locally reported data estimates the figure for 2017-20 as **116.** This is down from 152 days in 2016-19. (2016-19 was the final three-year average where the legacy cases will have an impact.)

A3: the number of children who waited less than 14 months between entering care and moving in with their adoptive family:

- In the three-year period 2015-18, there were **76%** (95) of children who waited less than 14 months between entering care and moving in with their adoptive family. This is an increase from 69% (85) in the previous cycle. The England three-year average (2015-18) is 56%. Locally reported data estimates the figure for 2017-20 as **72%** (87) of children and for 2019-20 as **64%** (42).

10. The most recent Scorecard three-year averages relate to 2015-18. As a more recent Scorecard is not available, this report includes the indicative locally reported figures described above. This data indicates that there are some concerns with the measures after some years of continual improvement. Indicator **A1** shows that it is currently taking longer for children to be placed in their adoptive families after being received into care. Recognising the numbers are small, the indicator can be affected by delay for some children. There is an increase in the locally reported **A2** figure. These rises are accounted for as the cohort of children counted includes:

    - Four sibling groups of older children, including two 7-year olds and a 6-year-old with decisions that adoption is in their best interest who are awaiting final orders or matches with adopters
    - Two sibling groups (including a 9-year-old) who are matched and awaiting transition
    - Five sibling groups, including older children who are now living with adopters but where identifying adoptive parents took longer.

11. There are children within the cohort where their transition to adoptive parents or their adoption hearing is delayed due to the Covid-19 pandemic. Overall, this demonstrates continued commitment to seek secure, permanent arrangements for all children where adoption is in their best interest. Indicator **A3** also shows a slight decrease although it remains significantly higher (which is positive) than the England average. To ensure continued progress and improvement, careful attention will be given to all aspects of adoption work that remain the responsibility of Wiltshire Council

Adoption Service, whilst ensuring, through governance arrangements and challenge, the effectiveness of Adoption West.

12. Within the Scorecard data, there is detailed comparative information available regarding Wiltshire Council's performance in relation to Statistical Neighbours. This shows positive comparative performance although the caveat is that it is 2018 data and more recent comparisons cannot be made.

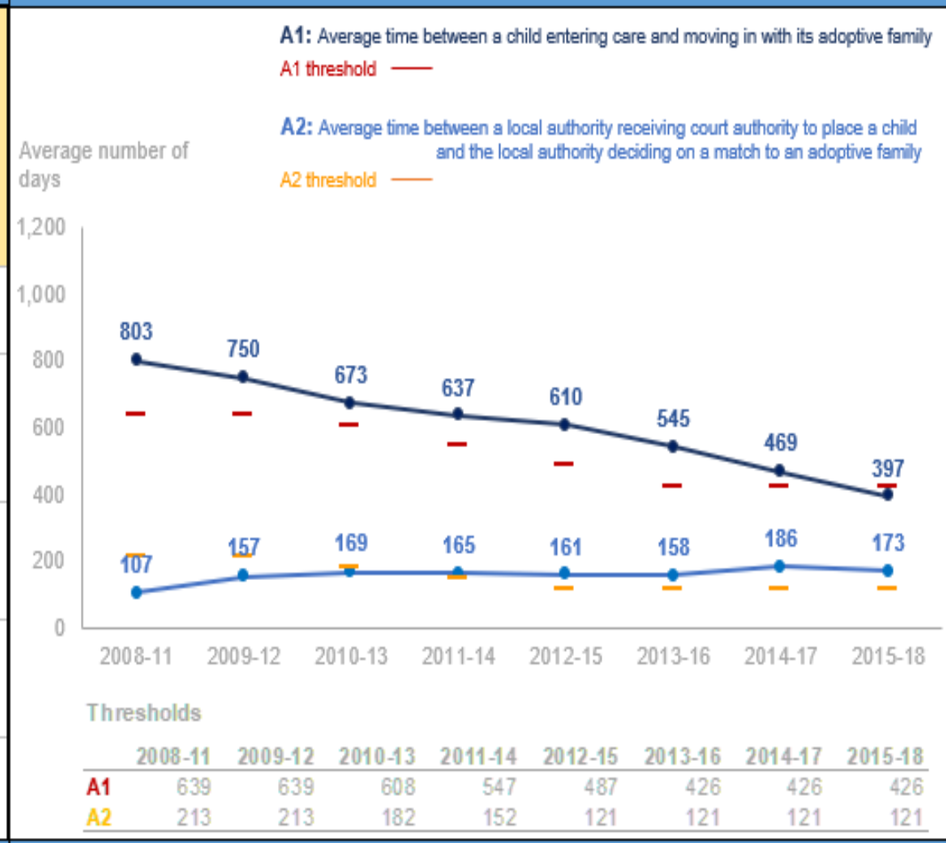
13. Robust processes have remained in place and have continued to be developed within the Council functions and in Adoption West, to ensure that family finding starts at the earliest opportunity and that all activities are monitored and completed in a timely fashion. Adoption West has developed best practice to ensure good outcomes for Wiltshire's children who need adoptive families.

14. The 2018 (most recently available) Scorecard is as follows:

Children

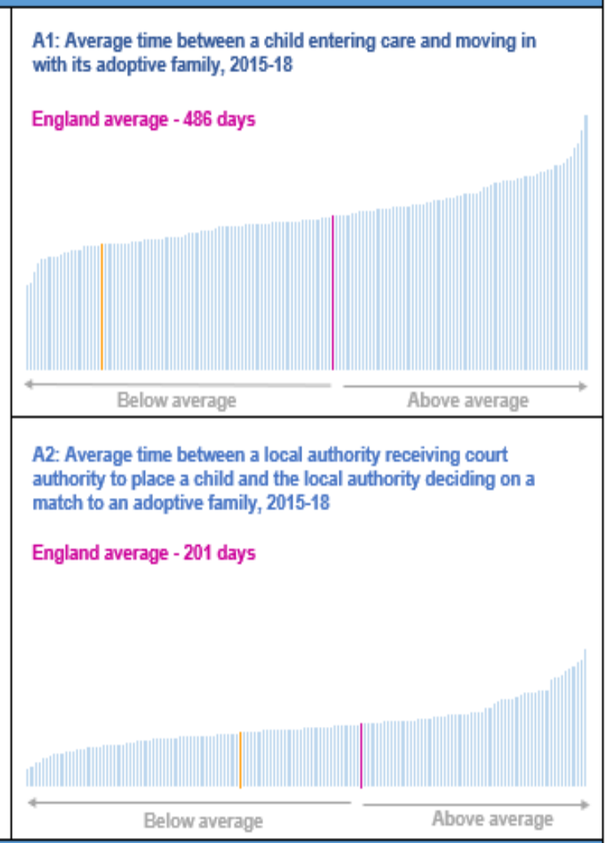
	A1: Average time between a child entering care and moving in with its adoptive family (days)	A2: Average time between a local authority receiving court authority to place a child and the local authority deciding on a	A3: Children who wait less than 14 months between entering care and moving in with their adoptive family (number and %)
LA's 3 year average (2015-18)	397	173	95 (76%)
Distance from 2015-18 performance threshold (426 and 121 days)	Threshold met	52 days	n/a
1 year trend - Improvement from 2017 to 2018	Average time in 2018 was shorter than in 2017	Average time in 2018 was shorter than in 2017	n/a
3 year trend - Improvement from 2014-17 to 2015-18	Average time in 2015-18 was shorter than in 2014-17	Average time in 2015-18 was shorter than in 2014-17	n/a
England 3 year average (2015-18)	486	201	11010 (56%)

Average time indicators



Thresholds

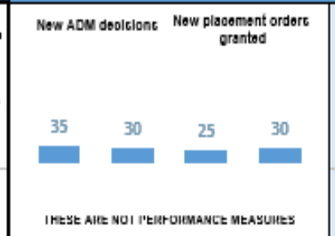
	2008-11	2009-12	2010-13	2011-14	2012-15	2013-16	2014-17	2015-18
A1	639	639	608	547	487	426	426	426
A2	213	213	182	152	121	121	121	121



Adopters

	Number of approved adoptive families waiting to be matched as at 31 March 2018	Number of applications to become an adoptive family still being assessed (not yet approved or rejected) as at 31 March 2018	Proportion of adoptive families who were matched to a child during 2017-18 who waited more than 3 months from approval to being matched to a child
LA	10	25	82%
England	1,600	1,760	69%

Related Information



LA % change	-17%	LA % change	16%
National % change	-9%	National % change	-15%

	Adoptions from care during 2015-18 (with % leaving care who are adopted)	Children for whom the permanence decision has changed away from adoption during 2015-	Number of children waiting to be placed for adoption (as at 31 March 2018)	Number of children waiting to be placed for adoption with a placement order (as at 31	A10: A1 timeliness where times for children who are adopted by their foster family are stopped at the date the child moved in with the foster family (days)	Number of children in a Fostering for Adoption / Concurrent Planning foster placement (as	Adoptions of children from ethnic minority backgrounds during 2015-18 (number adopted and % of BME children leaving	Adoptions of children aged five or over during 2015-18 (number adopted and % of children aged 5 or over leaving care who	Average length of care proceedings locally during 2015-18 (weeks)
LA	75 (17%)	10 (9%)	20	10	343	x	5 (10%)	15 (5%)	29
England	12300 (14%)	2450 (11%)	4,500	2,760	412	410	1930 (7%)	2910 (5%)	30

15. Management arrangements and staffing within the Council are compliant with regulation in terms of qualification and experience. The Director of Children's Services has overall responsibility for aspects of adoption retained by the Council. Reporting to the DCS is the Director with responsibility for the Families and Children's Service. The Head of Service for Children in Care and Young People and their Service Manager ensure the effectiveness of overall adoption provision and the Service Manager is the designated link with Adoption West. The Service Director for Adoption West came into post in July 2018. This provides strength and clear accountability with an opportunity to develop and challenge the strategy for improvement and ensure best outcomes for children.

16. Wiltshire Council retains case responsibility for children who require adoptive families. These children are usually allocated to social workers within the Support and Safeguarding part of the organisation (occasionally in Children in Care Teams, when a child is relinquished) where work is carried out, with support from colleagues in Adoption West, to ensure appropriate and timely decision making to achieve adoption. Each of these case holding teams is appropriately managed within the Families and Children's Service.

17. The core task of adoption work, as carried out by Wiltshire Council and Adoption West, is to provide secure, stable adoptive families for children who require legal permanence and are no longer able to remain living safely with their parents or other family members. The Council retains case holding responsibility and, therefore, responsibility for the outcomes for children, although direct services are provided by Adoption West, as follows:

- **The recruitment, assessment and approval of adopters:** this provides permanency options for children through the recruitment, assessment and preparation of prospective adopters. Recommended for approval by the Adoption West Adoption Panel, with decisions made by the Service Director of Adoption West, adopters are then matched with children through the family finding process. Wiltshire social workers work closely with colleagues from Adoption West to do this in a timely way.

- **The support of adoptive families and their children to ensure placement stability and that the needs of children are fully met:** Services that can be made available include therapeutic support, counselling, training, family days, newsletters and a link to Child and Adolescent Mental Health Services (CAMHS). Staff are also responsible for managing referrals to the Adoption Support Fund which increases adopters' access to specific services for adoption support.

- **The provision of an intermediary service for adopted adults and birth relatives wishing to trace family members, for those wishing to trace adopted children, support for non-agency adoptions (typically step-parents wishing to adopt), support for birth families and those wishing to adopt children from overseas.**

18. The Council has policy and guidance regarding permanence for children which ensures that those requiring adoptive families move towards that outcome in a timely way.

19. The Adoption West Statement of Purpose is available on that organisation's website and states the key objectives of the agency as:

- More children will be identified earlier for an adoption plan
- We will recruit a larger pool of adopters with diverse skills and abilities including more adoptive parents able to consider "hard to place" children
- Fewer children will wait more than 6 months for an adoptive family
- Children will experience fewer moves before being settled into a permanent home
- Our adopters will be better prepared with relevant training and support
- There will be fewer disrupted adoptions
- We will be more efficient with our resources to achieve best value
- An increased range of post-adoption services will reach more adoptive families to improve the quality of family relationships
- Children and young people will have a strong sense of their identity.

20. Wiltshire Council's adoption work was inspected by Ofsted in June 2019 as part of the wider inspection of the Families and Children's Service. This included discussion with the Service Director of Adoption West and scrutiny of information from that organisation. The overall inspection judgement was Good. The inspection report referred to adoption as one of the Council's options for permanence for children and in doing so it said the arrangements for finding children adoptive parents are a strength and that the relationship with Adoption West "is working well and has been seamless for both children and carers". The report added that "children in Wiltshire are waiting less time than ever to move in with their adoptive family…scrutiny of the performance of the RAA is thorough and challenging". The report also stated that there "has been no detriment to Wiltshire children; in fact, performance has improved…" There were no improvement recommendations made. As indicated above, more recent performance information indicates that due to the nature of the adoptive arrangements being sought, there has been some decrease in reported performance.

21. Adoption West became registered and was launched in March 2019. The business model for Adoption West is that of an independently managed Voluntary Adoption Agency, discrete from the local authorities it serves. It is the only RAA in the country that uses this approach. As it matures, it is anticipated that Adoption West will continue to improve the timeliness of adoption for children and the effectiveness of adoption support by increasing the pool of adopters available for children and developing a comprehensive range of adoption support options. The chairing of the Board of Directors has now changed following the first year where the chair was from Wiltshire Council. There is representation on the Service Manager Group which supports the partnership. There is a continued strong commitment to support, and further develop, the work of Adoption West.

22. The key governance task is to continue to ensure that the work of Adoption West is effective, that management is robust and can deliver sustained improvement which can meet the needs of the region through each of the six local authorities working in partnership with other Voluntary Adoption Agencies. There are benefits to be gained in terms of the recruitment and sharing of a pool of adopters across the area who can best meet the needs of children requiring adoptive families and therefore increased opportunity for timely matching of children with those families, particularly those who may be considered harder to place.

23. As required to be provided to Cabinet, this report provides performance information relating to the period 1 April 2019 to 31 March 2020.

Profile of Wiltshire children waiting for an adoptive placement at year end

Legal status	2017/18	2018/19	2019/20
Section 20	0	0	7
Interim Care Order	17	19	5
Care Order	0	0	5
None	3	2	0
Total	**20**	**21**	**17**

Ethnic Origin	2017/18	2018/19	2019/20
White British	19	20	16
Mixed/Other	0	0	0
White Irish	0	0	0
Other Ethnic Group	1	1	1
Total	**20**	**21**	**17**

Age	2017/18	2018/19	2019/20
0-11 months	9	3	3
12-23 months	2	2	1
2-4 years	5	6	7
5-10 years	4	10	6
11 and over	0	0	0
Total	**20**	**21**	**17**

24. To be noted is that some children remained at home with birth family whilst subject to care proceedings with a care plan for adoption. This meant that other permanence options (such as Special Guardianship Orders) will be considered by the court for these children.

Wiltshire Children adopted

Age	2017/18	2018/19	2019/20
0-11 months	5	4	2
12-23 months	8	15	12
2-4 years	5	9	6
5-10 years	4	5	2
11 and over	0	0	0

Total	**22**	**33**	**22**

Wiltshire Children matched within Adoption West	**2017/18**	**2018/19**	**2019/20**
	N/A	13 children placed in 11 placements within Wiltshire Another 8 children in 5 placements within Adoption West	15 children placed with Adoption West Families 6 children placed with families outside Adoption West

Rescissions of Placement Orders and Disruptions

25. In 2019-20, 5 rescissions were made where the plan for the child moved away from adoption (5 in the previous year), leading to the rescission of Placement Orders. All these were older children where there had been agreed time limited searches, recognising that it was likely to be challenging to identify adoptive families. These children are now in long term fostering arrangements. Wiltshire Council applies rigorous scrutiny to care planning and it is inevitable that there will be developments in a case or a child's situation that means that adoption is no longer in that child's best interest; for example, a family member or parent can resume the care of a child where it had not previously been envisaged, a court may not grant a Placement Order but make a Special Guardianship Order instead or a plan will move to long term fostering, particularly for older children.

26. During 2019-20, there have been no adoption placement disruptions, relating to Wiltshire children, notified to the Council before an Adoption Order was made. There have been no placement breakdowns that occurred post-order, when the child returned to being looked after. This demonstrates good matching and adoption support arrangements.

27. Full details of the recruitment and assessment activity of Adoption West is available in their Annual Report and so is not included here. However, Cabinet requires assurance of sufficiency for Wiltshire children and so, in summary, at 31st March 2020, Adoption West had approved 84 families in the year of which 21 lived in the Wiltshire area. 15 families in Wiltshire have children placed for adoption, 1 is currently matched with a child. In the Adoption West area there are currently 56 families approved of which 15 live in Wiltshire. There are 23 Wiltshire based families in the assessment and approval process. This indicates the scope of the pool of adopters that is potentially available for our children and it is anticipated that this will be a sufficient pool of adopters in Adoption West for Wiltshire's children.

28. One principle of Adoption West is that there will be more people becoming approved as adopters who are more immediately accessible to social workers looking for families for Wiltshire children. It is not necessarily the case that these children will be placed with adopters living in Wiltshire as the match with the family best placed to provide permanence through adoption, and meet the needs of the child, is paramount. The wider access

to adopters will support children where there are concerns about the proximity of birth parents and families to adopters' homes. It is nationally recognised that it is more challenging to find placements for children with complex needs, older children and sibling groups and so a larger pool of prospective adopters, who Adoption West knows well, is a benefit.

Financial summary of the agency

29. The tables below indicate the budget, actual and predicted expenditure, for the financial years 2018/19 to 2019/20. The predicted overspend for financial year 2019/20 is due to the spend above budget of special guardianship and adoption support packages.

2018/19	**Budget (£)**	**Actual Expenditure (£)**
Salaries and team running costs	436,500	437,873
Adopter recruitment and training	17,000	2,723
Adoption allowances (all types)	610,600	860,199
Special Guardianship Allowances	1,654,700	1,602,679
Adoption income	-200,000	-213,013
Contractual Payment: Adoption WEST	**140,300**	**140,300**
Total	**2,659,100**	**2,830,663**
2019/20	**Budget (£)**	**Predicted Outturn (£)**
Salaries and team running costs	0	13,470
Adopter recruitment and training	0	0
Adoption allowances (all types)	596,060	759,261
Special Guardianship Allowances	1,714,190	1,782,259
Adoption income	0	-191,072
Contractual Payment: Adoption WEST	764,960	762,634
Total	**3,075,210**	**3,126,551**

30. There have continued to be adoptive families who are financially supported to look after Wiltshire children in addition to those who are supported through Residence Order (RO) and Special Guardianship Order (SGO) allowances. Numbers of families and total costs are indicated below:

	At 31 March 2018 Children/Carers	**At 31 March 2019 Children/Carers**	**At 31 March 2020 Children/Carers**
RO Allowance	11/10	10/9	8/8
Adoption Allowance	32/26	34/27	33/27
SGO Allowance	195/150	213/164	243/185
Total	238/186	257/200	284/220

	2017/18 Actual Expenditure (£)	2018/19 Actual Expenditure (£)	2019/20 Outturn (£)
RO Allowance	93,404	84,964	75,705
Adoption Allowance	291,330	308,632	342,418
SGO Allowance	1,553,815	1,602,679	1,782,664
TOTAL	**1,938,549**	**1,996,274**	**2,200,787**

- In addition to the allowances indicated above, Wiltshire adoptive families have access to therapeutic services provided by CAMHS through the partnership with the local authority. The structure of the offer is currently changing, due to CAMHS service reconfiguration, within the specific service provision value of approximately £80,000.

31. In this reporting period, and prior to Adoption West becoming operational, the local authority continued to apply for funds from the Adoption Support Fund (ASF) to enable families to access commissioned therapeutic services. At 31 March 2020 there were 92 allocated Wiltshire families who were receiving adoption support (80 in the previous year) and 149 (117) applications had been made to the ASF (this is the number of applications relating to therapy delivered in the reporting period. The actual applications may have been made earlier), with the current budget being administered of approximately £370,282. Adoption West works actively within the £5,000 fair access limit per child and has sought match funding from the local authority for 4 children when there has been significant risk of placement breakdown. As in previous years, the most common types of therapy provided remain DDP, Sensory Integration Therapy and creative therapies such as art or play therapy.

32. The outturn budget for Adoption Allowances is broadly in line with the activity. Costs per adoption have increased over time. This reflects more "complex" adoptions being supported (often in adolescence, as the needs of the child change or are better understood, and to prevent placement breakdown as the cohort of children grows older). In addition, the limitations of the Adoption Support Fund only financing therapy for children plus the requirement of the local authority to contribute, means that some adoptive placements require additional financial support to maintain stability.

Adoption Panel

	2017/18 (Wiltshire Council and Adoption West (AW))	2018/19 (Wiltshire Council and Adoption West (AW))	2019/20 (Wiltshire Council and Adoption West (AW))
Panels held	19	18	56
Adoptive families considered	24* (including 4 assessed by other AW local authorities)	26	30

Matches considered	36 (28 Wiltshire children and 8 from other AW local authorities)	32 (24 Wiltshire children and 8 from other AW local authorities)	90 (21 Wiltshire matches)
Relinquished Children	1 (Wiltshire child)	0	4 (0 Wiltshire Council)
Reviews of Adopters notified	0	0	0

* Two suitability assessments were considered by panel on 27.3.18 and their ADM decision was made in April. Therefore, they do not appear in the 2017-18 count.

33. The Adoption West Adoption Panel complies with Regulation. This is important assurance as children who are the responsibility of Wiltshire Council are matched with adopters at these panels. One Panel is hosted by the Council under the partnership "hub" arrangement although the management and dedicated administration rests with Adoption West. Adoption Panels are not the direct responsibility of the local authority. The panel is chaired by a suitably skilled and experienced Independent Chair who ensures that the functions of panel are delivered effectively. There are Agency Panel Advisers from Adoption West to ensure that the panel is always adequately supported. To ensure that panels are quorate, there is an Adoption West central list of panel members established which includes members with direct experience of adoption, including adopters, and those who have been adopted.

34. To comply with regulation, all Panel members, including the Chair, receive annual appraisals which consider their effectiveness as panel members and any areas for development. There is an annual training day; the most recent for Adoption West took place on 22.11.19. This ensures that panel members consider their effectiveness and are updated regarding statutory and legislative changes along with Adoption West developments and improvements to practice. The Chairs meet regularly with the Panel Advisors to discuss operational and developmental issues relating to the panels' work and consistency, making any changes and improvements as required. There are regular liaison meetings between Council managers and Adoption West managers and the Panel Advisor.

35. The arrangement for Panel recommendations being considered by the Agency Decision Maker (ADM) is robust. Until recently, decisions regarding Wiltshire children being matched with adopters and the suitability of adopters assessed by Adoption West were made by a Wiltshire ADM. With increased senior management capacity in Adoption West, decisions about matches remain with the local authority responsible for the child and decisions about suitability to adopt are made by the ADM from Adoption West (with additional capacity support from the Council's ADMs if required). This means that adopters are informed of decisions promptly following Panel recommendations.

36. To ensure capacity and availability within Wiltshire Council, there are currently three senior managers who take the ADM responsibility for children on a rota basis within the organisation, with administrative support and a clear process in place to make sure that ADM decisions are made within timescale.

Commentary

37. The main externally reported performance information for Wiltshire Council is included in the Adoption Scorecard and is summarised above. There has been steady improvement in performance over the three-year rolling period. The impact of legacy cases is noted alongside local reported actual and predictive figures. Of note are some aspects of performance that have slowed in improvement or have decreased due, in part, to the age and complexities of individual children who need adoptive families. The journeys of children to adoption are tracked and scrutinised, including through the Council's Permanence Panel. Any delay or drift is robustly challenged.

38. Sustained improvement over time is evident when considering the three key areas of practice within the Scorecard; A1, A2 and A3. The locally reported data indicates that improvement is once again needed to maintain this trajectory and so attention must be paid to the role of the Council and Adoption West in these areas of work. This is regularly discussed at the Board of Governors meetings and within other meetings. Overall, for more than the last 10 years, timeliness of adoption for Wiltshire's children has improved year on year because of improved systems and planning that are focussed on outcomes for children. Robust management arrangements are in place within the local authority and in Adoption West, providing a solid foundation for continued improvement.

39. Continued improvement of performance of indicator **A1** requires permanence planning to be timely and responsive to a child's needs. The second review (held four months after a child becomes looked after) must identify an appropriate plan where the decision is that permanence is the preferred option. To ensure timely planning and decision making, the role of the Independent Reviewing Officer, working alongside the child's Social Worker, provides challenge and oversight to a case. This is checked through audit and supervision. Permanency Options Meetings are used on all cases to decide which options are right for a child and required actions are identified, supporting the care planning process. The terms of reference of the monthly Permanence Panel ensures that children have an appropriate plan for permanence, including adoption, at the right time in their care pathway. In addition, the pace at which matters proceed through the legal process has improved over recent years. The average duration of proceedings is currently 27.5 weeks, down from 28 weeks in March 2018.

40. Whilst there have been some fluctuations in the number of newly approved adopters over recent years, the overall pool has continued to demonstrate sufficiency although greater choice is always desirable. Previous decreases mirrored the national trend whereas the more recent upturn does not. (The Adoption Leadership Board states that there is a national decrease in adopter recruitment figures.) Whilst this is positive, perhaps a better indication of overall effectiveness and impact upon outcomes for children is how many children are adopted and in what timescale. The percentage of children leaving care through adoption in 2019-20 in Wiltshire was 12% (12% nationally in 2018-19, the most recent national comparative figure). Currently Adoption West has 111 (96 in the equivalent area at this time last

year) assessments in progress, of which 33 (22) are “Wiltshire based”. As previously indicated, it is this larger pool which is available for Wiltshire children and so it should *not* be seen that there are only 22 families potentially available.

41. There are fewer children “waiting” for adoption in this period, compared to the previous year. Promoting the needs of Wiltshire’s children, Adoption West uses Link Maker for all children, initially using anonymised profiles to identify potential links before Placement Orders are secured. When a Placement Order is made, a fuller profile is added and if children are considered “hard to place”, the circulation of the profile will be broadened, this may include submission to national and regional activity days where potential adopters can “see” the children. There is development of “virtual events” underway. Adoption West is considering the development of a dedicated Family Finding Team from within existing resources to improve this area of work.

42. Link Maker is a national on-line resource that is adopter-led and provides adopters with information about children needing adoptive families. It has produced quicker matching for some children and national searches are made for children considered ‘hard to place’. The use of Link Maker continues to have a vital place in family finding for children since the National Adoption Register was closed on 31st March 2019. No specific advertising took place and Link Maker remains the main source of out of county adopters. In some situations, and if required, adopters may be recruited either locally or via another adoption agency for specific children waiting. This strategy has not recently been used for Wiltshire children as placements have been identified from Adoption West, from Voluntary Adoption Agencies or other Local Authorities. Adoption West will have a positive impact on the timely placement of children with adoptive families as it widens the pool of approved adopters available.
43. Early Permanence (EP) practice is established in Wiltshire with all EP carers within Adoption West being potentially available for Wiltshire children. In 2019-20, 11 Wiltshire children were referred for EP and 1 was placed with EP carers. (Of the 10 not placed, 3 searches remain open for the children, 4 children had a change of plan away from EP placements, 3 were placed with foster carers and 2 have subsequently been placed for adoption.) EP searches were not successful for the 3 children as at the time there was uncertainty about potential placements with other family members or concerns about long term health issues which prevented adopters coming forward. The issue of location can be key in placing children in an EP placement due to the need to facilitate regular contact and ensure young children are not travelling long distances on a regular basis. In the preceding year, 9 children were referred and 3 were placed. In 2017-18, 10 children were placed. Of the 21 adoptive families approved in the Wiltshire area in this reporting period, 5 were open to consider EP placements. These adopters have either been matched with non EP children or provided EP placements for children in other Adoption West local authorities. Therefore, there are no adopters in the Wiltshire area approved who would consider an EP placement.

44. Adoption West is working to address this in the Trowbridge hub and actively promoting EP with the 23 families in the approval process. Adoption West positively assesses potential adopters and seeks approval of their suitability through the Adoption West Panel. It is important that there is a pool of adopters who can look after children on an EP basis and where the long-term plan is adoption - and for children where there is concurrent planning for a potential return home. Such placements fall under the umbrella of Early Permanence. Regulation allows for children to be placed in these circumstances with the approval of the local authority. Adoption West is working towards implementing Panel arrangements whereby prospective adopters can also be approved as foster carers (dual approved), further facilitating EP arrangements. For the potential adopters, there is some uncertainty associated with such placements, as the child could return home or move to family, and so adopters need to be able to manage this and appropriate support is provided. The local authority should be confident in presenting the legal case to court and being assertive in matching children with adopters where it is in their best interest to do so. This will further improve outcomes for children, timeliness and, therefore, Scorecard performance.

45. The Agency Decision Maker (ADM) process is designed to meet statutory requirements and not bring undue delay into the system. It is under continual review to ensure it is effective, by ensuring that family finding and matching work can begin at the earliest opportunity so that the time is reduced that children wait to be matched. This activity, linked to good Early Permanence practice and the opportunities provided by the pool of Adoption West adopters, allows placements to be made and matches agreed through Panel quickly and without reducing the rigour applied to ensure that all decisions are in the child's best interest. This will support improvement of **A2**.
46. It is anticipated that **A3** performance will improve as the scrutiny and challenge provided by the Independent Reviewing Service and the work of Permanence Panel continue to drive timeliness and permanence planning. It is important to note that the target has "tightened" in recent years and the measure is now taken over 14 months (previously 16 and 18 months), with progress remaining broadly positive. The emphasis placed on effective planning means that several children, where adoption was identified as being in the child's best interest, have had the ADM decision reversed and the Placement Order rescinded (5 this year), with an alternative permanence plan agreed without further undue delay for the child. Current care planning practice and robust challenge will not allow cases to drift, thus securing permanence for children.

47. An Adoption West Joint Scrutiny Panel (JSP) is now in place, bringing the scrutiny function of the six local authorities into one panel. It is currently chaired by the Chairperson of Wiltshire Council's Children's Select Committee. In summary, the purpose of the JSP is to provide scrutiny and assurance to the respective local authorities regarding the effectiveness of Adoption West. Acting as a "critical friend", it will provide independent scrutiny whilst making constructive recommendations for improvement. The JSP will produce its own annual report.

48. Improving adoption practice within the Council and, in turn, supporting and improving the effectiveness of Adoption West remain priorities for the local authority. In doing so, the Council will ensure best outcomes for Wiltshire's children.

Actions

49. In considering this report, Cabinet is asked to endorse the following actions to continue to improve outcomes for children who need adoptive families. Wiltshire Council will:

- Use a range of management and performance information to track the effectiveness of adoption practice in terms of children requiring adoptive families to be confident that the work the Families and Children's Service and the partnership with Adoption West has positive impact on outcomes for Wiltshire's children
- Through the Board of Directors and the Service Leads Group, maintain a high level of involvement and challenge with Adoption West; meeting the needs of Wiltshire's children through ensuring good matching and support of adopters
- Use the scrutiny and challenge of the Adoption West Joint Scrutiny Panel to improve outcomes for Wiltshire's children
- Regularly convene operational and strategic meetings between Council staff and Adoption West staff regarding the decision-making processes for children
- Have an officer within the Senior Management Team of the Families and Children's Service to be the lead on adoption and to be the link manager to Adoption West
- Through specific discussion and regular liaison meetings, continually work with the local judiciary to further improve the way that the courts deal with care cases in a timely manner, recognising the potential delays for children where additional family members (sometimes multiple) may be considered as carers late in proceedings or where additional assessments are indicated
- Provide Early Permanence placements for our children via Adoption West
- Work closely with Adoption West to ensure proactive and effective family finding practice to bring about timely identification of potential adoptive matches for children who require adoption
- Provide training, led by Adoption West, for children's social workers in writing Child Permanence Reports which are used in court, to match children to adopters and to be the central component of their life story
- Hold Adoption West to account to ensure a sufficiency of adopters who can meet the diverse needs of the population of children requiring adoption in Wiltshire. A strong pool of approved adopters allows matching to begin early in the process, often before a Placement Order is made.
- In cases where it is recognised that the agency may struggle to match children with in-house prospective adopters, request Court consent to feature the children's profiles beyond Wiltshire's boundaries and, through Adoption West, be pro-active in referring children to regional and national family finding services once a Placement Order has been granted (sooner with the consent of the court)

- Ensure that where required and appropriate, match funding is applied to ASF applications to provide high quality support to adoptive families
- Hold formal Disruption Meetings where adoption placements breakdown before Adoption Orders are made to consider key learning to inform whole service improvement.

Background

50. Adoption is a route to provide permanence for children who are no longer able to live safely with their parents or other family members. This is achieved through the provision of quality adoptive placements for Wiltshire's children where a decision has been made that adoption is in their best interest. This is achieved through effective working between the local authority and Adoption West.

51. The fundamental requirement is that children are placed with families who have been assessed as being suitable to adopt. A recommendation of suitability is made by the Adoption West Panel and this is ratified as a decision by that organisation's Agency Decision Maker (ADM). Through this process, there is rigorous assurance that approved adopters can provide safe, secure and enduring family placements for this vulnerable group of children. In turn, this allows them to grow, develop and thrive in a nurturing, supportive and loving family environment, removed from the stigma of being looked after by the local authority. To do this, there must be an appropriate range of enduring adoption placements to meet the assessed needs of children who need permanent adoptive families. These families must promote stability, safety and positive outcomes for children by working in partnership with all agencies, as required.

52. The legislative basis of this work is the Adoption and Children Act 2002 and the accompanying 2005 Regulations. As indicated, Ofsted inspected the Service as part of the wider Ofsted inspection of the Families and Children's Service in June 2019. Adoption West is the Regional Adoption Agency and Wiltshire no longer carries out the full range of adoption functions as it did. The Council retains some aspects of an adoption work and is an Adoption Agency; the requirement to be inspected and for Cabinet to be assured remains.

53. The local authority, through reporting to Cabinet, must be assured of regulatory compliance and effectiveness through performance monitoring, challenge and improvement planning.

54. Adoption West has the responsibility to recruit, assess and approve adopters for children. This includes those who can provide permanence for children who may be considered "harder to place". This group includes older children, sibling groups and children with disabilities. Adoption West remains part of the South West Adoption Consortium (SWAC) which works regionally to identify matches for children across the area and it is also developing close working relationships with RAAs across the South West and nationally. Adoption West subscribes to Link Maker, an online adopter-lead resource.

55. Adoption West is a Voluntary Adoption Agency; a partnership of six local authorities working with a small number of locally operating Voluntary Adoption Agencies. It is the Regional Adoption Agency, providing adoption services in line with government requirement, from the point of expression of interest to adopt, through to assessment and approval at panel and beyond, to Adoption Support. Over time, it is anticipated that Adoption West will have an increasingly significant impact on outcomes for Wiltshire's children as it delivers an effective regional response to adoption and the needs of children. The case responsibility for children remains with Wiltshire Council.

Safeguarding Implications

56. Children who require adoptive families remain the responsibility of Wiltshire Council's Families and Children's Service. This service is delivered in accordance with Wiltshire Children's Services Policy and Procedures, overseen by the Wiltshire Safeguarding Vulnerable People Panel. The local authority has clear and effective safeguarding procedures in place for children and vulnerable adults.

57. The partnership with Adoption West is carefully regulated and Adoption West has the appropriate safeguarding policies and procedures in place.

58. This report is for note by Wiltshire Council Cabinet.

Public Health Implications

59. Not applicable - for note by Wiltshire Council Cabinet.

Corporate Procurement Implications

60. Not applicable - for note by Wiltshire Council Cabinet.

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

61. Throughout the adoption process due regard is had to the Public Sector equalities duties but as this report is for noting there is are no specific equalities issues raised by this report.

Environmental and Climate Change Considerations

62. Not applicable - for note by Wiltshire Council Cabinet.

Risk Assessment

63. Risks that may arise if the performance and management of adoption work, and that of Adoption West with whom the Council is in partnership, is not effective and does not achieve good outcomes for children:

- Safeguarding risk to looked after children if they are placed with adopters who have not been fully assessed, prepared and supported. Safeguarding is considered a high-level risk within the corporate risk register
- An inadequate supply of adopters to meet the needs of children requiring permanence through adoption
- Reputational risk if the Agency or Adoption West is not effective and does not achieve good outcomes for children who require adoption
- Reputational risk if statutory timescales are not met regarding adoption
- Reputational risk if the Agency or Adoption West is rated as Inadequate through inspection
- Financial risk if placements are made, are unstable and subsequently breakdown leading to children returning to local authority care
- Financial risk if Adoption West is not effectively managed
- Risks associated with the safety and effectiveness of overall service delivery provided by Adoption West.

Effective delivery of the provision of adoptive families to children who need them, supported by appropriate improvement and service plans, reporting and challenge will mitigate these risks. The secure operation of Adoption West, with appropriate accountability and reporting to the Board and to Wiltshire Council, as required, will support this.

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

64. See above. Not applicable - for note by Wiltshire Council Cabinet.

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

65. See above. Not applicable - for note by Wiltshire Council Cabinet.

Financial Implications

66. The previous budget for the Adoption Service is indicated, in summary, above. The Service has been managed within budget, supported by external incomes collected. The cost of supporting an adopted child is less than the average cost of looking after a child in the care system and is often time limited as opposed to costs of care which extend to 18 years old and beyond. Cabinet has previously received information relating to the financial implications of Adoption West and the contribution that the Council makes to that organisation. This annual report relates to how well Wiltshire Council carries out responsibilities regarding the adoption of children, it cannot be separated from considerations of the effectiveness of Adoption West.

Legal Implications

67. It is a requirement of registration as an Adoption Agency that the Executive side of the Council receive regular written reports regarding the effectiveness, compliance and management of the Agency. It has been agreed that this will be in the form of an annual report and an interim report,

ensuring that legal requirements are met. There are no additional legal implications arising.

Options Considered

68. Not applicable - for note by Wiltshire Council Cabinet.

Conclusion

69. Recent years have seen considerable change within the world of adoption with the introduction of RAAs and a focus on improving adoption performance. This has led to the need to review and develop services, amend policy and practice and so increase the effectiveness in achieving best outcomes for children to be adopted. At the heart of this is the belief that, for some children, adoption is the best route to legal permanence, security and the opportunity to achieve their potential. Wiltshire Council is committed to improving service delivery and, therefore, outcomes for children, including those for whom adoption is considered to be in their best interest. Adoption West has brought significant change to this landscape. The Council is an Adoption West partner, working collaboratively and regionally to ensure a whole service approach to prevent delay in securing appropriate adoptive placements for children in a timely and safe way.

Lucy Townsend
Director of Children's Services

Report Author: Iona Payne
Head of Service: Care and Young People
Contact Details: Iona.Payne@Wiltshire.gov.uk
01225 718506

May 2020

Background Papers

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

None

Appendices

None

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Wiltshire Council

Cabinet

14 July 2020

Subject: **Contract Award – Vehicle Fuel**

Cabinet Member: **Cllr Bridget Wayman Cabinet Member for Highways, Transport and Waste**

Key Decision: **Key**

Executive Summary

The Council currently purchases Vehicle Fuel on an ad-hoc basis, obtaining three quotations each week and selecting the cheapest price submitted. This is far from ideal and not in compliance with the EU Public Contracts Regulations 2006 (as amended).

This method of purchase leaves the Council vulnerable to fuel prices changes and hinders strategical planning.

There is an opportunity to deliver savings and improve strategic planning with changing the way the Council purchases fuel.

Use of a Framework contract will allow the Council to take advantage of low prices generated through economies of scale.

Proposal

To approve the award of a contract to Certas Energy under Crown Commercial Services Framework RM3801 for diesel and gas oil.

Reason for Proposal

To comply with the EU Public Contracts Regulations 2006 (as amended) and deliver a projected saving of £23,000 per annum.

Terence Herbert
Chief Executive Officer

Wiltshire Council

Cabinet

14 July 2020

Subject:	**Contract Award – Vehicle Fuel**
Cabinet Member:	**Cllr Bridget Wayman Cabinet Member for Highways, Transport and Waste**
Key Decision:	**Key**

Purpose of Report

1. To award a fuel purchasing contract to Certas Energy under Crown Commercial Services (CCS) to achieve significant savings for Wiltshire Council.

Relevance to the Council's Business Plan

2. The provision of fuel and its costs impacts upon the delivery of all services within the Council and the delivery of the Business Plan.

Main Considerations for the Council

3. The Council currently purchases Vehicle Fuel on an ad-hoc basis, obtaining three quotations each week and selecting the cheapest price submitted. This is far from ideal and not in compliance with the EU Public Contracts Regulations 2006 (as amended).

4. This method of purchase leaves the Council vulnerable to fuel price changes and hinders strategical planning.

5. There is an opportunity to deliver savings and improve strategic planning with changing the way the Council purchases fuel.

6. Due to the standardised nature of fuel purchases there are a range of Frameworks available. The CCS Framework RM3801 has been identified as a good fit for the Council's requirements based on contract terms. Use of a Framework contract will allow the Council to take advantage of low prices generated through economies of scale.

7. The procurement process was carried out by CCS under its own framework RM3801 (expiring 23 July 2021) National Fuels.

8. CCS ran a further competition on Wiltshire Council's behalf. There were two bidders for each commodity, Certas Energy and WFL Ltd t/a Watson Fuels.

9. CCS then ran an e-auction to further better the price. Certas Energy submitted the lowest prices for both commodities.

10. By joining this procurement exercise, the Council will be able to award a contract for its fuel requirements, to commence on 1 August 2020, for a 20 month period.

11. The contract has been estimated at £1.4 million per annum.

12. CCS is an executive agency sponsored by the Cabinet Office.

13. The contract will expire in March 2022. In March 2022 CCS is due to run an e-auction for existing customers and proposes that Wiltshire Council takes part in this event to realise new pricing.

14. Savings achieved from the initial tender evaluation are just over £23,000 per annum.

15. The evaluation was based solely on Price Per Litre margin.

Background

16. The Council operates a wide range of vehicles, machinery and plant that requires liquid fuel to operate.

17. Fuel is stored in tanks in the Council's depots throughout the county.

18. The Council currently purchases Vehicle Fuel on an ad-hoc basis, obtaining three quotations each week and selecting the cheapest price submitted.

19. Current usage is approximately 1.4 million litres of diesel and 68,000 litres of gas oil annually.

Overview and Scrutiny Engagement

20. The Chairman and Vice-Chairman of the Environment Select Committee have been briefed on this report

Safeguarding Implications

21. None.

Public Health Implications

22. None.

Procurement Implications

23. This procurement process was carried out by CCS with a further competition under its own framework RM3801 National Fuels.

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

24. None.

Environmental and Climate Change Considerations

25. The use of alternative fuels is being considered in the emerging Fleet Strategy.

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

26. Savings identified will not be achieved.

27. Fuel prices are volatile and not entering into this contract costs could be significantly more.

28. Non-compliance with EU Public Contracts Regulations 2006 (as amended)

29. The sourcing approach continues to be based on spot purchasing rather than a trading strategy.

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

30. Poor supplier performance including unacceptable delivery times. Poor supplier performance will be mitigated by ensuring the contractor delivers services in line with Key Performance Indicators within the Framework.

31. Poor Quality Products. The supplier is required to deliver fuel that conforms to industry mandated specifications. Failure to deliver products that meet the required standard will be dealt with within the mechanisms contained within the contract. Ultimately, the contract contains the mechanism to terminate the contract for poor supplier performance.

32. Reduction in volume of products required. There is a possibility that due to the use of greener vehicle fuelling methods that the volume of traditional liquid fuel required may reduce. The contract is a call-off off contract and the Council is not tied into any minimum order level. Should volumes reduce significantly fuel prices have the potential to increase slightly; however, this framework works on the basis of pence per litre (ppl) price margins, NOT the ppl price itself as the ppl is influenced by the oil market which is volatile and changes daily. Therefore the ppl cannot be set for a period longer than about a week. Most fuel suppliers price weekly in advance so only the price for the week ahead can be determined.

Financial Implications

33. Funding for these fuel costs is met from the Fleet Management and Maintenance budgets.

34. Savings achieved from the initial tender evaluation are just over £23,000 per annum.

Legal Implications

35. None.

Options Considered

36. The alternative options considered were:

(i) **Do nothing. Rejected.** Liquid fuel is essential in delivering front line operations.

To comply with the Public Contract EU Public Contracts Regulations 2006 (as amended) Wiltshire Council, needs to enter into a procurement contract to avoid any further spend breaches.

(ii) **Let a bespoke council contract. Rejected.** The Council's spend on liquid fuel is in scope of EU Procurement Regulations which would require a full EU compliant tendering exercise which would require significant officer resource and would take time to carry out.

The Council's fuel use, although significant cannot compete with economies of scale that existing framework contracts offer. The bespoke approach does not deliver best value to the Council. Using an existing framework will save officer resources and deliver greater value for money.

(iii) **Reconfigure service to use a Commercial Fuel Card system. Rejected.** A Fuel Card system does not offer the Council adequate resilience in the event of fuel shortages. Bunkered fuel stores allow Wiltshire Council to purchase additional stocks when prices are low, fuel cards would not offer the same opportunity. In addition, fuel cards would be tied to local petrol stations; there is also an issue with access to gas oil with fuel cards.

Conclusions

37. The Council operates a wide range of vehicles, machinery and plant that requires liquid fuel to operate.

38. The Council currently purchases Vehicle Fuel on an ad-hoc basis, obtaining three quotations each week and selecting the cheapest price submitted. This is far from ideal and not in compliance with the EU Public Contracts Regulations 2006 (as amended).

39. Current usage is approximately 1.4 million litres of diesel and 68,000 litres of gas oil annually.

40. Due to the standardised nature of the product there are a range of Frameworks available. The CCS Framework RM3801 has been identified as a good fit for the Council's requirements based on contract terms. Use of a Framework contract will allow the Council to take advantage of low prices generated through economies of scale. Best value reviewed as part of the CCS Framework onboarding.

41. The CCS contract is awarded under a National Framework procured in compliance with the EU Public Contracts Regulations 2006 (as amended).

42. CCS provides a call-off Framework for the provision of Liquid Fuels.

43. The evaluation was based solely on Price Per Litre margin.

Parvis Khansari
Director of Highways & Environment

Report Author:
Adrian Hampton
Head of Local Highways, Weather and Emergency

28 May 2020

Background Papers

The following documents have been relied on in the preparation of this report:
None

Appendices

Appendix 1 - Officer Decision Report
Appendix 2 – Vehicle Fuel Comparison

RECORD OF OFFICER DECISION

APPROVAL FOR AWARD OF CONTRACT UNER CROWN COMMERCIAL SERVICES FRAMEWORK RM3801 – NATIONAL FUELS

Decision made
To approve the award of a contract to Certas Energy under Crown Commercial Services (CCS) Framework RM3801 for diesel and gas oil

Made by: Parvis Khansari

Director Highways & Environment

Background

1. As the Director for Highways and Environment I am responsible for any matters relating to Fleet Services in the county of Wiltshire on behalf of Wiltshire Council. The power to make a decision in respect of this matter is delegated to me pursuant to Wiltshire Council's Constitution.

2. I authorise Strategic Procurement Hub (SPH) to execute a contract for diesel and gas oil with Certas Energy at a value of c.£1.4 million per annum commencing 1 August until March 2020, including the use of e-signatures where permitted and considered appropriate.

Reason for decision

3. The Council purchases vehicle fuel on a spot basis. This spend breaches the threshold of public contract regulations.

4. In order to ensure the Council is compliant with public contract regulations, the Strategic Procurement Hub undertook a further competition under Crown Commercial Services' National Fuels framework RM3801.

5. This framework works on the basis of pence per litre (ppl) price margins, NOT the ppl price itself as the ppl is influenced by the oil market which is volatile and changes daily. Therefore the ppl cannot be set for a period longer than about a week. Most fuel suppliers price weekly in advance so only the price for the week ahead can be determined.

6. CCS ran a further competition on Wiltshire Council's behalf. There were two bidders for each commodity, Certas Energy and WFL Ltd t/a Watson Fuels.

7. CCS then ran an e-auction to further better the price. Certas Energy submitted the lowest prices for both commodities.

8. The reason for the 20 month term is that in March 2022 CCS is due to run an e-auction with existing customers and proposes that Wiltshire Council takes part in this event which will realise new pricing.

9. I confirm that in making this decision I have considered the following in line with Wiltshire Council's Constitution: (**Please insert 'Yes'/ 'No' / 'Not Applicable' and any other comments necessary to evidence the issue identified has been addressed**)

Key decision requirements	Yes
Views of relevant cabinet member(s), committee chairman, area board(s)	Not applicable
Consideration of the area boards and delegated decision checklist for officers on the issue of when and how to involve local councillors and area boards in decisions about local services	Not applicable
Implication of any Council policy, initiative, strategy or procedure	Constitution, Part 10 – Contract Rules
Consultation in accordance with the Council's consultation strategy	Not applicable
Range of options available	Please see section 10 below, Other Options Considered.
Staffing, financial and legal implications	Not applicable
Risk assessment	Covered under Other Options Considered.
Involvement of statutory officers and/or directors	Not applicable
Regional or national guidance from other bodies	Not applicable
The Council's constitution	Constitution, Part 10 – Contract Rules
This contract is suitable for execution under the e-signature process.	No

Conflict of Interest

10. Not applicable.

Other options considered

- **Do nothing. Rejected.** Liquid fuel is essential in delivering front line operations. To comply with the Public Contract EU Public Contracts Regulations 2006 (as amended) Wiltshire Council needs to enter into a procurement contract to avoid any further spend breaches.

- **Let a bespoke council contract. Rejected.** The Council's spend on liquid fuel is in scope of EU Procurement Regulations which would require a full EU compliant tendering exercise which would require significant officer resource and would take time to carry out.
  The Council's fuel use, although significant cannot compete with economies of scale that existing framework contracts offer. The bespoke approach does not deliver best value to the Council. Using an existing framework will save officer resources and deliver greater value for money.

- Reconfigure service to use a Commercial Fuel Card system. Rejected. A Fuel Card system does not offer the Council adequate resilience in the event of fuel shortages. Bunkered fuel stores allow Wiltshire Council to purchase additional stocks when prices are low, fuel cards would not offer the same opportunity. In addition, fuel cards would be tied to local petrol stations; there is also an issue with access to gas oil with fuel cards.

Other options considered	Reason for rejection
The Council could have continued to purchase its vehicle fuel on a spot basis.	This breaches public contraction regulations, and opens the authority to a risk of challenge.
The Council could have undertaken its own tender exercise.	The use of the CCS framework was recommended in the Sourcing Plan on the basis a pre-tendered framework existed, and it was more straightforward and efficient for Fleet Services and Strategic Procurement Hub to make use of it for procuring this complex commodity.

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Made by: Parvis Khansari, Director, Highways and Environment

Date: ……

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Wiltshire Council

Cabinet

14th July 2020

Subject: **Stone circle company business plans**

Cabinet Member: **Cllr Pauline Church Cabinet Member for Finance procurement, and commercial investment**

Key Decision: **Key**

Executive Summary

This report presents the proposed revised business plans for the Stone Circle Companies for the financial year 2020/21. The shareholder agreement between the Council (shareholder) and the companies requires the companies to present proposed business plans three months before the forthcoming financial year. Although the Companies proposed business plans within that time scheme the revision of the Council's capital programme has led to the companies proposing revised business plans. The boards of the three companies met on the 11th June 2020 to consider and recommend the revised business plans for 2020/21 onwards.

Stone Circle housing company is proposing an acquisition programme funded by £ 5m of loan finance from the Council. Stone Circle development company is proposing development of 4 sites that are currently owned by the Council. If the proposed business plan is agreed it will enable Stone Circle development company to begin the work to present project plans to the Council for the developments as required under the shareholder agreement.

In addition Cabinet is asked to consider changes to the Council nominations to Directors of the Companies.

Proposal(s)

1. Cabinet is asked to agree the revised business plan for Stone Circle housing company as set out at Appendix A in the exempt part of the agenda.

2. Cabinet is asked to agree the revised business plan of Stone Circle development company as set out at Appendix B in the exempt part of the agenda.

3. Cabinet is asked to agree the Council nominee to the board of Stone Circle holding company, Stone Circle housing company , Stone Circle development company and Stone Circle Energy is Alistair Cunningham as an independent Director.

4. Cabinet is asked to agree that the appointment of the vacant independent board member of Stone Circle Housing company is delegated to the Chief Executive officer in consultation with the cabinet member for Finance & procurement and Commercial Investment.

5. Cabinet is asked to agree to delegate authority to conclude detailed contract arrangements with the Stone Circle Companies to the Director of Housing and commercial development in consultation with the Director of Finance and procurement and Commercial Investment and the Director of legal, electoral and registration services

Reason for Proposal(s)

The proposals aim at complying with the shareholder agreement the Council has with the Stone Circle Companies to agree the business plans and consequent actions that the Council needs to consider.

Chief Executive Officer - Terence Herbert

Wiltshire Council

Cabinet

14th July 2020

Subject: **Stone circle company business plans**

Cabinet Member: **Cllr Pauline Church cabinet member for Finance procurement and commercial investment**

Key Decision: **Key**

Purpose of Report

1. The purpose of this report is to present to cabinet the proposed business plans for the Stone Circle Companies, as well as consider establishing Stone Circle Energy company.

Relevance to the Council's Business Plan

2. The proposals in the report directly support the Council's business plan to Grow the economy by facilitating the provision of affordable homes, and developing new housing on public land.

Background

3. Cabinet agreed the business plans of the Stone Circle companies at its meeting on the 7th January 2020. The Cabinet decision to revise the capital programme and hence loan finance to the companies , as well one potential development site proving to be unviable has meant the companies have had to revise the business plans they recommended to the shareholder. In addition due to a Stone Circle housing company Director vacancy and change in the Council nomination there is a need for Cabinet to consider Director nominations. This report provides the business plans for the companies as required under the shareholder agreement with the Council as well as seeks consideration of Director nominations.

Main Considerations for the Council

4. **Stone circle Housing company**

   It is proposed that there will be 22 property acquisitions in 2020/2021 with acquisition costs of £5 million, 78 units for years 2021/2022 and then 50 units for 2022/2023 to 2024/2025. Previously year one assumed 10 units with 50 for each of the subsequent 4 years and a final year 6 with 40 units. Of these units, following negotiation with the Alabare Christian Care & Support charity 11 homes are to be acquired for their tenants over the first 2 years. The Company will receive the equivalent of the rents for these but will additionally benefit from not having to allow for voids or routine maintenance costs

5. The loan has been changed to a revolver loan and the interest rate of 3.6% has been maintained.
6. Appendix A in the exempt part of the agenda provides the summary business plan for Stone Circle Housing company.
7. The independent Director recruited to Stone Circle housing company resigned on the 5th February 2020. Applications have been sought for a replacement but recruitment has been delayed due to the impact of the Covid-19 virus. Interviews are scheduled to take place and it is recommended that appointment is delegated to the Chief Executive officer in consultation with the cabinet member for Finance and procurement.
8. **Stone Circle development company**
   Stone circle development company business plan has been revised due to the removal of New Zealand Avenue as a development opportunity. The site was not capable of commercial development and .will be developed as affordable housing within the Council's Housing revenue account and the development will be subsidised accordingly.
9. The revised business plan is now based on developing four sites which may deliver in region of 103 units.
10. Appendix B sets out the proposed business plan
11. **Director nominations to the Stone Circle companies.**
    Under the shareholder agreement the Council has the power to remove and appoint Directors to the companies. The Board of the companies are currently composed of five Directors. The Directors are one Council officer nominee, three Councillor nominees (two cabinet members and a minority group representative) and one independent Director . All those Directors become Directors on the Stone Circle holding company board.
12. It is proposed to change the Council nominee of an officer to become an independent Director. Given the role that Alistair Cunningham has played chairing the boards of the companies to date so as to maintain continuity and momentum it is recommended that Alistair is nominated as Director to take the place of the Council nominee. As Alistair will nor longer be employed by Wiltshire Council his position will in effect be as an independent Director.
13. Following the resignation of the independent Director of the Stone Circle housing company applications for a replacement have been made by the Council. Due to the impact of the Covid-19 virus it has not been possible to complete interviews to date. Therefore, it is recommended that following the interview process the nomination is delegated to the Chief Executive officer in consultation with the cabinet member for finance and procurement.

Overview and Scrutiny Engagement

14. The Chairman and Vice-Chairman of the Environment Select Committee and Chairman of the Global Warming & Climate Emergency Task Group were given a briefing on 1 July 2020.

    It was noted that an additional Director is needed on the Stone Circle Boards following the stepping down of the Council's joint Chief Executive. This person should be qualified, experienced and independent – ideally one individual. Also recognising that under the current purposed structure any nomination of a Council officer might well lead to significant conflicts of interest.

Safeguarding Implications

15. There are no safeguarding implications stemming from this report.

Public Health Implications

16. There are no public health implications stemming from this report.

Procurement Implications

17. All procurements delivered as part of the services sold to the companies will be conducted in accordance with the council's rules and any relevant Public Procurement Regulations

Equalities Impact of the Proposal

18. There are no equality implications stemming from this report.

Environmental and Climate Change Considerations

19. The Stone Circle development company proposals do not propose carbon neutral development. To reduce the carbon footprint of the developments would require additional development cost. If those costs did not realise a premium on sale prices the effect would be to reduce the return from the developments to the shareholder. The Council could require development with reduced carbon footprint for developments where a premium on sale prices is a possibility.
20. Stone Circle energy company activity is directed at providing development that will help the Council achieve carbon offset by the production of sustainable energy that will be sold to third parties.

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

21. If the decisions in this report are not taken the companies that the Council has set up will not be able to deliver the business plans that the Council has agreed and the consequent development and financial benefits for the Council.

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

22. The proposals in this report seek cabinet consideration of business plans presented by the Stone circle Companies. The Council originally procured independent professional advice concerning the business plans . The companies have procured independent professional advice to support their proposals. The advice provided will mitigate risk for the Council. In addition the Council, as shareholder can control development proposals via agreeing to the project plans submitted by the companies which again mitigates the risk exposure of the Council.

23. There is a risk that PWLB rates will rise, this will impact on the interest rate the Council is able to lend to the Companies at. If rates are held at the

current rates modelled, then the premium earnt by the Council would be reduced. If rates are amended and increased there would be implications for the companies Business Plans and viability. This will need to be assessed and monitored when Loans are drawn down.

Financial Implications

24. The Business plans for Stone Circle Housing Company and Stone Circle Development Company have been updated and extracts are shown per Appendix B and C respectively.

25. A key change that is included in the revised Business Plans is the movement from a fixed Loan portfolio to a revolver loan. This will be easier for the Council to administer and provide the Council and Stone Circle Housing Company and Development Company with greater flexibility.

26. The Companies will only draw down on the loans when required up to the level agreed in the Business Plan's and Loan agreements for that financial year. The companies will be able to make Loan repayments at any stage so will not be sat on large cash balances.

27. This does reduce the interest that the companies are paying, hence reducing the premium Wiltshire Council will make on the loan's; but administratively and for treasury management purposes will be more straight forward and manageable for both parties.

28. The rates assumed in the Business Plan remain unchanged for Stone Circle Housing Company at 3.6%. Wiltshire Council would make a premium of 0.7% based on current PWLB rates and indicative figures are shown below:

    Stone Circle Housing Company:

    - First year is £0.030 million
    - Years one to five, a total of £0.959 million, previously £0.760 million.
    - over the 50-year plan a total of £13.592 million, previously £14.439 million.

29. The interest rate for Stone Circle Development has been amended in the revised Business Plan so that the Working Capital loan and the Development loan are at the same rate and both will operate on a revolver Loan facility. This will be set at a commercial rate, the rate assumed in the Business Plan is 7% and indicative figures of the premium the Council would earn are shown below:

    Stone Circle Development Company:

    - £1.097 million for the revised Business Plan

Legal Implications

30. The Council's approval of the Holding Company business plan is a requirement under the Shareholders Agreement. The Housing Company and Development

Company business plans must be approved by the Council as ultimate shareholder in accordance with the Shareholders Agreements.

31. The financing arrangements have been structured in accordance with state aid law. The Council will need to continue to monitor interest rates to ensure state aid law continues to be complied with.

32. The Council's powers to establish the Stone Circle Companies were set out in the report to Cabinet considered at the meeting on 23rd July 2019. The associated legal implications were also set out in that report.

33. The Council will need to continue to be mindful of the governance arrangements underpinning the setting up and operation of the companies and any conflicts of interest managed appropriately. There is potential for conflicts of interest to arise, as officers or members who are appointed as directors of a company have a duty to act in the best interests of the company and this may not always coincide with their role and responsibilities as council employees or members. Special provisions have been incorporated into the articles of association to address the issue of conflicts of interests and specific legal advice will need to be sought where potential conflicts are identified.

Workforce Implications

34. There are no workforce implications stemming from this report.

Options Considered

35. The Council has previously agreed to establish the stone circle companies to enable them to trade and maximise the return from Council assets and also to provide rented housing. The proposals in this report allow implementation of the business plans of those companies. An alternative would be to look to dispose of Council assets on the open market but that would not maximise the return for the Council and as such it has been discounted.
36. The Council could seek an additional independent Director from an open application process. Given the role that Alistair has played for the companies and his experience and knowledge of the Council it is unlikely that another candidate would be able to demonstrate similar attributes. Moreover, appointing Alistair will maintain continuity and momentum and it is for those reasons seeking an additional independent applicant is not recommended.

Conclusions

37. The report proposes agreeing the business plans for Stone Circle holding company, Stone Circle housing company and Stone Circle development company. The report also proposes changes in the Directors nominated in accordance with the shareholder agreement.

Chief Executive Officer : Terence Herbert

Report Author: Simon Hendey Director of Housing and commercial development

Email simon.hendey@wiltshire.gov.uk
Date of report 22/06/2020

Appendices

Appendix A – Stone Circle housing company business plan
Appendix B – Stone Circle development company business plan

Background Papers

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

Stone Circle company board minutes
Stone Circle company business plan

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of the Local Government Act 1972.

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