

AGENDA

Meeting: Environment Select Committee

Place: Council Chamber - County Hall, Bythesea Road, Trowbridge, BA14 8JN

Date: Tuesday 20 September 2022

Time: 2.00 pm

Please direct any enquiries on this Agenda to Kieran Elliott of Democratic Services, County Hall, Bythesea Road, Trowbridge, direct line 01225 718504 or email kieran.elliott@wiltshire.gov.uk

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

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Membership:

Cllr Jerry Kunkler (Chairman)
Cllr Bob Jones MBE (Vice-Chairman)
Cllr Tony Jackson
Cllr Mel Jacob
Cllr Dr Brian Mathew
Cllr Charles McGrath
Cllr Ian McLennan

Cllr Dr Nick Murry
Cllr Bill Parks
Cllr Rich Rogers
Cllr Iain Wallis
Cllr Derek Walters
Cllr James Sheppard

Substitutes:

Cllr Mark Connolly
Cllr Brian Dalton
Cllr Andrew Davis
Cllr Matthew Dean
Cllr Nick Errington
Cllr Ross Henning

Cllr Jon Hubbard
Cllr Stewart Palmen
Cllr Ricky Rogers
Cllr Tom Rounds
Cllr Tony Trotman

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

The full constitution can be found at [this link](#).

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

AGENDA

PART I

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

1 **Apologies**

To receive any apologies or substitutions for the meeting.

2 **Minutes of the Previous Meeting** (Pages 7 - 12)

To approve and sign the minutes of the Environment Select Committee meeting held on 13 July 2022.

3 **Declarations of Interest**

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

4 **Chairman's Announcements**

To receive any announcements through the Chair.

5 **Public Participation**

The Council welcomes contributions from members of the public.

Statements

If you would like to make a statement at this meeting on any item on this agenda, please register to do so at least 10 minutes prior to the meeting. Up to 3 speakers are permitted to speak for up to 3 minutes each on any agenda item. Please contact the officer named on the front of the agenda for any further clarification.

Questions

To receive any questions from members of the public or members of the Council received in accordance with the constitution.

Those wishing to ask questions are required to give notice of any such questions in writing to the officer named on the front of this agenda no later than 5pm 6 September 2022 in order to be guaranteed of a written response. In order to receive a verbal response questions must be submitted no later than 5pm on 8 September 2022. Please contact the officer named on the front of this agenda for further advice. Questions may be asked without notice if the Chairman decides that the matter is urgent.

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

6 **Waste Management Update** *(Pages 13 - 22)*

The committee to receive a further update on progress resolving the continuing issues with the kerbside collection service, as agreed at ESC on 13 July 2022.

7 **Streetscene Contract** *(Pages 23 - 28)*

As resolved at the ESC meeting on 12 January 2022, the select committee will receive an update report on the Streetscene contract.

8 **Local Plan**

As discussed at the ESC-Executive meeting on 14 September 2021 on the spatial planning portfolio, the select committee is receiving an update on Local Plan progress and timescales.

The update will be in the form of a presentation.

9 **Council Performance and Risk – Quarter One Monitoring** *(Pages 29 - 54)*

A report to Cabinet (13 September 2022) on the latest corporate scorecard and progress toward the council's business plan outcomes. The select committee will consider areas relevant to its remit.

10 **Climate Emergency Task Group** *(Pages 55 - 60)*

To receive an update from the task group on its work since June 2022.

11 **Forward Work Programme** *(Pages 61 - 66)*

To note and receive updates on the progress of items on the forward work programme.

Under the revised Overview and Scrutiny (OS) arrangements there is now a single OS work programme controlled by the OS Management Committee, linked to priorities in the Business Plan.

Therefore it should be noted that, whilst any matters added by Members are welcome, they will be referred to the OS Management Committee for approval before formal inclusion in the work programme for the Environment Select Committee.

A copy of the Overview and Scrutiny Forward Work Programme for the Environment Select Committee is attached for reference.

12 **Date of Next Meeting**

To confirm the date of the next scheduled meeting as **Tuesday 8 November 2022.**

13 **Urgent Items**

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

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Environment Select Committee

MINUTES OF THE ENVIRONMENT SELECT COMMITTEE MEETING HELD ON 13 JULY 2022 AT KENNET COMMITTEE ROOM.

Present:

Cllr Jerry Kunkler (Chairman), Cllr Tony Jackson, Cllr Mel Jacob, Cllr Dr Brian Mathew, Cllr Charles McGrath, Cllr Bill Parks, Cllr Iain Wallis, Cllr James Sheppard and Cllr Stewart Palmen (Substitute)

Also Present:

Cllr Richard Clewer, Cllr Dr Mark McClelland and Cllr Mike Sankey

107 **Apologies**

Apologies were received from Cllr Derek Walters, Cllr Ian McLennan, Cllr Bob Jones, Cllr Rich Rogers and Cllr Nick Murry. Cllr Jones arranged for Cllr Stewart Palmen to attend as a substitute.

The Chair reminded committee members that if they cannot attend a meeting then they should be arranging a substitute where possible.

108 **Minutes of the Previous Meeting**

Resolved:

The minutes of the Environment Select Committee meeting held on 14th June 2022 were approved and signed.

109 **Declarations of Interest**

In the interest of openness Cllr Iain Wallis declared that he was an employee of the Department for Environment, Food and Rural Affairs which related to item six, although he was in no way involved in waste management.

110 **Chairman's Announcements**

Recent meetings

Since the last select committee meeting on 8 March, the Chair had attended:

- Cabinet 21 June and 12 July
- Financial Planning Task Group 8 July

The Chair received briefings on the following:

- Future Chippenham 8 July
- Enhanced Highways maintenance 11 July

111 **Public Participation**

There was no public participation.

112 **Waste Management Strategy: Annual Review**

The Chairman welcomed Sarah Valdus, Assistant Director Environment, to the Council and to her first Environment Select Committee.

The Cabinet Member Transport Waste Street Scene and Flooding, Councillor Dr Mark McClelland, introduced the report. He outlined that it had been a difficult year with the strikes and labour shortages but emphasized that officers were working with Hills to ensure that they deliver. Head of Service Waste Management, Martin Litherland, provided more detail on the impacts of the pandemic, the financial implications of a deposit return scheme and funding opportunities from extended producer accountability. In addition, Assistant Director Environment, Sarah Valdus, reassured the committee that 90% of the plastic that Wiltshire Council collects is recycled in the UK.

Officers responded to a number of questions and comments from the Select Committee which included the following areas:

- Separate food waste collection. It was clarified that this was being investigated, but it was highlighted that currently food waste in Wiltshire does not go to landfill, it goes to energy production.
- Wiltshire Council still subsidises Green Johanna Hot Composters to allow people to manage their food waste at home.
- A recycling plant for Wiltshire to manage plastic waste was being approached with caution to ensure that the best approach is adopted.
- Low position in recycling league tables for local authorities and the reasons for this.
- Public engagement and education process to prevent misuse of recycling bins has taken the form of work with community groups and increasing the information available on the website. The results of a waste composition analysis were expected soon which would allow for more targeted communications.
- That it would be useful to benchmark against similar local authorities.
- Work was being done to look at changes to the service and contract renewals to follow the instructive timetable outlined by the Environment Act 2021.
- There had been a 21% reduction in reported fly tipping incidents, though the cabinet member expressed an interest in collecting more data on that going forward.

- The removal of waste from the system for reuse. Officers explained that this was easier for household recycling centres, in comparison to kerbside collection where it was harder to keep items in good condition.
- The potential for incentives to encourage businesses to offer refill schemes.
- The feasibility report into energy from waste from small scale waste plants was not actively progressing at the time.

The Committee thanked officers for their report.

Resolved:

That the Committee,

- 1. Notes the Household Waste Management Strategy update.***
- 2. Receives a further short update on progress with resolving the current issues facing the kerbside collection service at its next meeting (Sept 2022).***
- 3. Agrees to receive an annual update in 12 months' time,***
- 4. The annual update should include benchmarking information with comparator local authorities and individual milestones within the action plan.***

113 **Retrofitting of energy improvement works of current council housing**

Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing, Cllr Richard Clewer, outlined the programme emphasising that the programme would start slowly then accelerate as it goes on. Then the Head of Strategic Assets & FM, Nick Darbyshire, delivered a presentation on the retrofitting programme.

Officers responded to a number of questions and comments from the Select Committee which included the following areas:

- The potential to use microwave boilers. It was confirmed that all avenues were being explored.
- Education on ventilation to help prevent mould and damp.
- Development of in-house capability to retrofit homes, with the current focus on ventilation and insulation.
- The ability to work around any supply chain hold ups.
- Retrofitting standards and ensuring the in-house team is upskilled to work to those standards.
- The difficulty of retrofitting listed buildings.
- Supporting early adopters of retrofitting within the general public.

The Committee thanked the officers for their presentation.

Resolved:

That the select committee:

- 1. Notes and welcomes the progress made in implementing the housing energy efficiency programme (HEEP).**
- 2. Is invited to inspect one of the retrofitted properties at a future convenient date.**

114 **Construction of zero carbon homes**

Cllr Clewer and Director Assets & Commercial Development, Simon Hendey, outlined the need to provide the best quality Zero carbon housing for the people of Wiltshire.

Residential Development Manager, Laura Young, delivered a presentation on this and highlighted the aim to use as local a provider as possible, for example Dorset.

Officers responded to a number of questions and comments from the Select Committee which included the following areas:

- All of the zero carbon homes in Wiltshire would have solar panels and solar tiles were also being considered.
- Accessibility to the rural community, as bridges could cause an issue. However, it comes with the same guarantees as traditional housing.
- The life expectancy of the portable units was 60 years, although expected to be closer to 100. They would be permanent structures and have to be accredited through BOPAS.
- The difference in carbon emissions between the modular builds and traditional builds. This information was not available yet however in terms of comparing volume of waste produced in the building process, this would be much less for the modular homes.
- The project is running on schedule, they are just waiting for planning permission.

Resolved:

That the select committee:

- 1. Notes and welcomes the progress to date.**
- 2. Notes the future programme and the commitment to delivering carbon zero homes.**

116 **Forward Work Programme**

Resolved:

- 1. To approve the Forward Work Programme, subject to any additional items agreed by Committee at today's meeting***

117 **Urgent Items**

There were no urgent items.

118 **Date of Next Meeting**

The next meeting is on 13 September 2022 at 2pm.

(Duration of meeting: 10.30 am - 12.30 pm)

The Officer who has produced these minutes is Leo Penry of Democratic Services,
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communications@wiltshire.gov.uk

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Wiltshire Council

Environment Select Committee

13 September 2022

Waste Management Update: Disruption to waste and recycling collection services.

Executive summary

This report is intended to provide an overview of the recent disruption to waste and recycling collection services, and update on the actions taken by the council and its contractor to remedy the situation.

Proposal

That the committee:

- a) notes the content of the report and actions taken to improve the situation.
- b) notes the actions that will be taken forward to attempt to mitigate future staff resourcing issues affecting the council's waste contracts.

Author:

Martin Litherland, Head of Waste Management

Waste Management Update: Disruption to waste and recycling collection services.

Purpose of report

1. This report intends to provide an overview of the recent disruption to waste and recycling collection services, and update the Environment Select Committee on the actions taken by the council and its contractor to remedy the situation.

Background

2. To deliver efficiency commitments under the Lot 5 waste collection contract, Hills Municipal Collections Ltd (HMCL) implemented new residual waste collection rounds on a countywide basis from 28 February 2022. These new rounds meant that most Wiltshire residents experienced a change in their collection day. Major service changes of this kind take time to bed in, so minor disruption for a 6-week period (28/2-08/4) was anticipated as residents and collection crews became familiar with the new arrangements. A relaxation of some contract performance levels was agreed in relation to residual waste collections for the implementation period.
3. The new residual waste rounds helped reduce the overall requirement for collection vehicles. The waste collection services provided under the Lot contract now require an operational staffing establishment of 101 drivers and 165 loaders.
4. Further to a pay dispute with HMCL, members of the GMB union took industrial action between 7th and 17th of March. This had an immediate and negative impact on the implementation programme for the new residual waste collection rounds. The action was concluded with a pay award agreed between HMCL and the GMB representatives and members.
5. Due to a significant reduction in operational staff availability during the action (up to 25% of the normal establishment and also including almost 30% of the essential driver cohort), it was necessary to suspend the kerbside Mixed Dry Recycling (MDR) collection service between 8th and 18th March, and for resources to be focused on the continuation of the statutory collection of residual waste and chargeable garden waste collections.
6. Residents were asked to store their mixed dry recyclables at home during the period of the service suspension and present any excess materials on their next scheduled collection or to take their excess recycling to a local household recycling centre.
7. Despite the temporary MDR service suspension coming to an end on 18 March, and the “double-collections” of excess recycle being completed over the following 10-day collection cycle, the council’s waste client team became aware of a significant number of missed collections following the industrial action.
8. High levels of missed collections continued to be recorded throughout the remainder of March and April, and close monitoring of the contractor’s performance identified that scheduled collection rounds were regularly being

“dropped” (i.e. not started) due to HMCL having insufficient resources to deploy all contracted services. Where scheduled rounds were not started, this work was being rescheduled for a collection a day later.

9. This situation steadily worsened, with HMCL citing their local agency provider’s inability to supply the numbers of temporary drivers and loaders necessary to cover shortfalls in their establishment as the primary cause. HMCL has historically been reliant on a high level of “agency cover” to deliver the Wiltshire contract and that supply of agency staff had previously been sufficient to meet ongoing demand, including peaks in staff absence due to holidays and adhoc sickness.
10. It is notable that the availability of agency labour was suitably sufficient during the peak of the Covid pandemic (2020/21) to cover sickness absences and allow Wiltshire’s full suite of waste and recycling collection services to continue to be delivered when many neighbouring authorities needed to suspend some waste services. However, fundamental changes in the local and national labour market over the past 18 months have been cited by HMCL as leading to a critical situation where operational resources could not be maintained to the necessary levels.
11. It should be acknowledged that this is not a Wiltshire-specific issue, with several other local authorities also sharing concerns over staff availability, with many also suspending elements of their waste collection services as a consequence. Logistics UK has reported that an estimated 14,000 EU drivers left the UK during the pandemic and following the end of Brexit transition period.

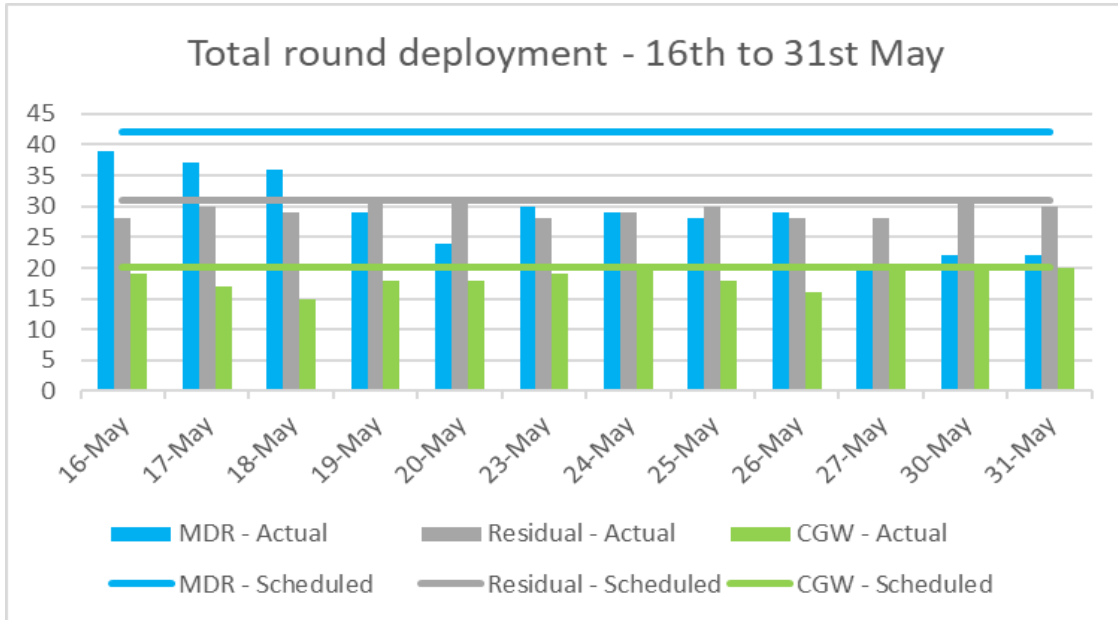
Main considerations for the committee

12. The client team has closely monitored contract performance throughout this protracted period of disruption, with a particular focus on the levels of recorded performance failures and the rate of “dropped rounds” reported each day, alongside the status of Hill’s staffing establishment (positions filled, vacancies, staff absences, leavers, etc) .
13. HMCL operate the collection contract from 3 depot locations, with the typical number of daily scheduled rounds shown for context in the table below:

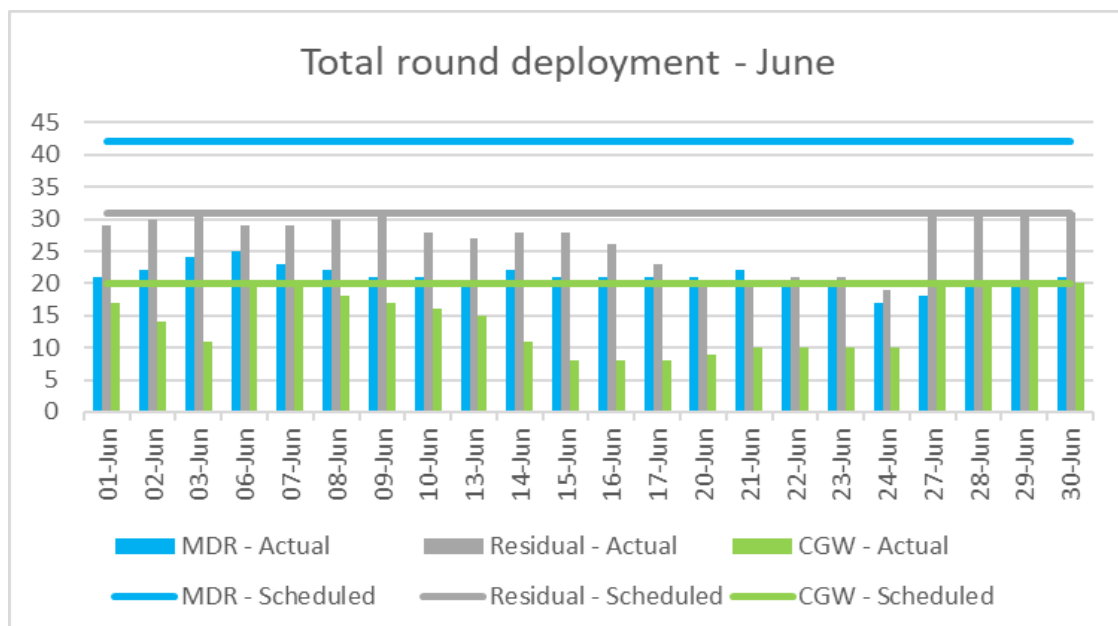
Depot	Mixed Dry Recycling	Garden waste	Residual waste	Totals
Sands Farm, Calne	28	15	7	50
Churchfields, Salisbury	14	5	9	27
Riverway, Trowbridge	0	0	15	15
Totals	42	20	31	93

N.B. Eight further vehicles are also deployed daily from Sands Farm and Churchfields to cover clinical and bulky waste collections, and container deliveries.

14. The main impact of the staffing shortages from April 2022 affected operations from the Sands Farm depot. HMCL's initial strategy was to reschedule 'dropped' MDR collections to the following day, to allow for additional resources to be deployed on Saturdays to recover the service. This approach was insufficient to fully restore services to correct day of collection. The table below illustrates the level of service disruption measured by the number of daily rounds deployed as scheduled across all depots (16 to 31 May):



15. Into June, larger numbers of residual waste and garden waste rounds delivered from Sands Farm also began to be affected, with many collections also being delayed by two or even three days. The culminative effect of increasing numbers of dropped rounds and lengthening delays in rescheduled collections led to a rapidly worsening situation. Actual round deployments for June are summarised in the table below:



Formal actions under the contract

16. The council met regularly with senior contract representatives of HMCL throughout April and May to seek viable service recovery plans. When these were either not provided in a timely fashion or found to be ineffective in practice, the council formally served a Notice of Serious Breach on the Contractor on 16 June, citing an exceptional period of poor performance and requiring a well-developed Remediation Plan to be shared with the council. This required the contractor to provide a thorough analysis of the reasons for the service failures and identify tangible actions to recover the services as soon as possible.
17. A Remediation Plan was shared with the council on 20 June but was formally rejected due to lack of detail required resulting in HMCL being unlikely to secure a restoration of services in a suitable timeframe.
18. A substantially modified Remediation Plan (V3) was received on 30 June and finally accepted by the council on 5 July following further clarifications meetings with the contractor.

Remediation Plan – contractor commitments and approach

19. The Remediation Plan provided a framework to restore the full deployment of scheduled collections over an eight-week period. This plan was agreed to commence retrospectively on 27 June due to HMCL having already put certain contingency measures in place with some support from the council. The plan was due to complete by end of August 2022. As part of the first “stabilisation” phase of the plan, HMCL committed to undertake the following actions:
 - i. Establish a Temporary Management Structure to provide additional capacity and focus on service restoration, to include the allocation of the Contract Manager role to a Divisional Director, and the allocation of senior management capacity to the Riverway depot in Trowbridge. Additional management capacity would also be deployed from elsewhere in the business to provide further support and operational oversight, and lead on renewed recruitment activity.
 - ii. Prioritise the deployment of scheduled collections of residual, chargeable garden and clinical waste. Focus on the recovery of rescheduled recycling collections.
 - iii. Fully programme activity and resources to effectively manage re-scheduled collection rounds, to include recovery collections on Saturdays and Sundays. Hills proposed to operate 30 weekend rounds operating on Saturdays and Sundays for 5 weeks from 27 June, reducing to 17 weekend rounds from that point, and reducing further dependent on need.
 - iv. Offer HMCL staff and agency staff enhanced overtime rates to cover weekend working to ensure availability of sufficient resources to assist with the recovery of rescheduled rounds.
 - v. Provide the council with daily morning deployment updates, and evening round completion updates.

- vi. Commit to weekly Remediation Plan review meetings with council contract client team managers.
20. HMCL also undertook to complete the following actions as part of a 2nd “Re-establishment” phase:
- i. Commence active recruitment to full time vacancies in the HMCL operational establishment.
 - ii. Commitment to recruit over and above the basic establishment to provide a pool of non-agency resource. This pool of Supplementary Absence Cover resource to consist of 10 drivers and 13 loaders initially, and to be reviewed for efficacy.
 - iii. Commitment to provide mid-length agency contracts of 3-4 month duration.
 - iv. Revise commercial terms with local agency providers, via their primary supplier, to encourage improved supply of temporary labour.
 - v. Remove previous “temp to perm” arrangements, with all vacancies to be advertised as permanent, to provide a sense of job security to applicants.
 - vi. Commence a focused recruitment campaign with their recruitment partner, CMD to include; commercial radio advertising, recruitment adverts on collection vehicles, distribution of flyers in local residential areas, colleges, etc. Recruitment banners at household recycling centres and in appropriate areas outside HMCL and council premises. Digital advertising campaigns, and use of sponsored job boards (Indeed, Reeds, CV Library, etc)
 - vii. Expand the existing internal “refer a friend” reward scheme to external stakeholders such as Wiltshire Council staff.
 - viii. Re-promote internal HMCL staff training and upskilling opportunities, supporting waste collection loaders to train to become Class 2 Large Goods Vehicle drivers.
 - ix. Consider the provision assisted workforce transport.
 - x. Where operationally feasible, re-allocation of some collection rounds to other depots less severely affected by staffing shortages.

Council impacts and actions

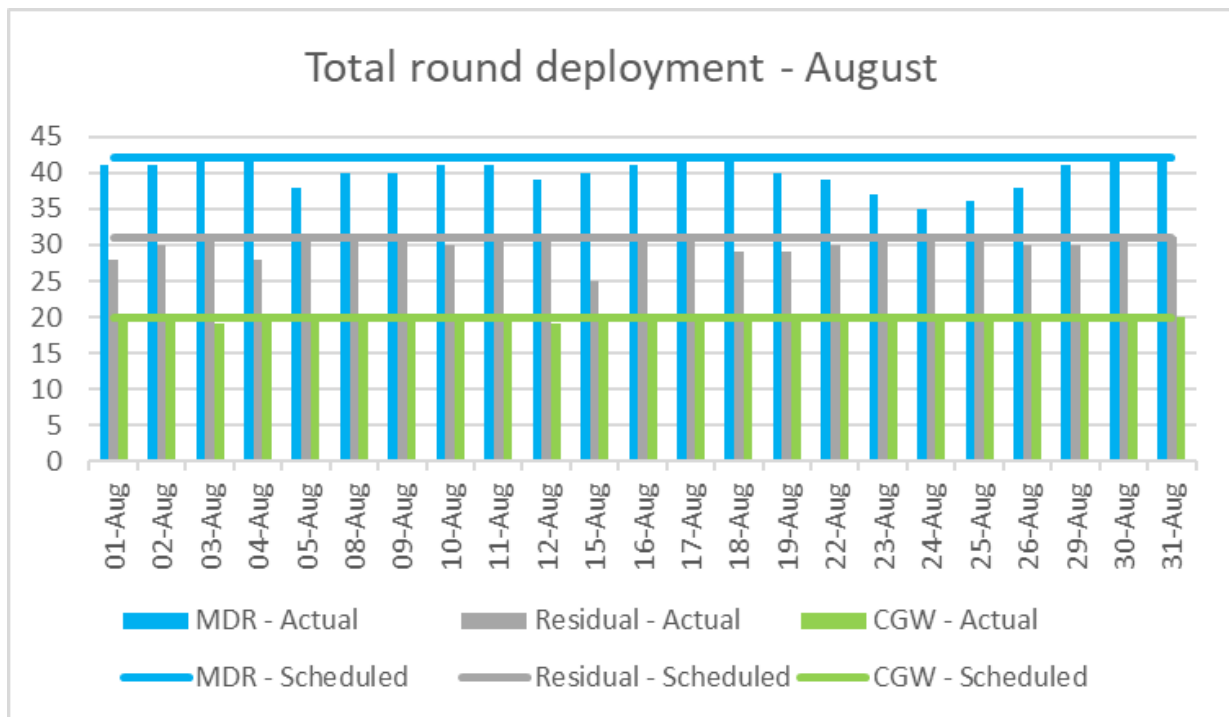
- 21. The council’s Customer Services Unit and Waste client team have experienced high levels of public contact as a consequence of the service disruption, especially since the June and July peak coincided with the chargeable garden waste subscription renewal period.
- 22. The waste team have worked closely with Communications colleagues to ensure regular service updates have been provided via social media and the

councils website. The service has email addresses for over 78,000 Wiltshire residents and so service updates were also shared via that route. These emails were read by over 80% of recipients.

23. The waste service web pages have been updated with new functionality which provides daily updates on the specific areas of the county that may be subject to disruption. This information has been directly informed by the daily deployment and completion reports provided by Hills, and so aims to provide close to real-time updates on what continues to be a very fluid and dynamic situation. The web page also provides confirmation of those services that are running normally.
24. Several "Councillor briefings" were also issued in order to keep members updated.

Remediation Plan – progress update

25. Weekly review meetings have taken place between the council and the contractor throughout the period of the Remediation Plan where the round deployment performance and the delivery of other Remediation plan commitments have been closely scrutinised and progress monitored.
26. The waste client team has worked with other council services and their contractors to provide additional labour for weekend catch up collections. Staff from Ringway in particular have been helpful in working additional hours to support waste collections over weekends, with staffing costs met by HMCL.
27. As planned, Hills successfully deployed significant levels of resources over weekends, including Sunday working, up to the end of July. This allowed sufficient recovery to ensure the isolation of deployment issues on the kerbside recycling service, and to ensure where these rounds needed to be dropped, they would be recovered the following day.
28. The rescheduling of MDR rounds has continued throughout August, with the number of dropped rounds reducing and therefore the requirement to recover rounds on a Saturday has also reduced over this period.
29. The recruitment situation has significantly improved. By 15 August, the operational establishment had been met, and some of the additional roles had also been filled. 6 additional drivers still needed to be recruited, along with 10 additional loaders.
30. The above actions have resulted in a significant improvement in the number of collection rounds being deployed as scheduled, as illustrated in the following table:



Ongoing actions

31. Hills have committed to continue to proactively recruit above their establishment and will be in attendance at local job fairs in order to promote employment opportunities in their organisation and the waste sector.
32. The “refer a friend” reward scheme will continue to be developed and extended to wider stakeholder groups, such as Wiltshire council staff.
33. Hill’s internal staff development and upskilling scheme will continue to be developed and promoted across the workforce.
34. Staff establishment data will continue to be reported to the council as part of Monthly contract management report and be closely monitored.
35. The service disruption webpages will be retained to be used where service disruption occurs in future, such as extreme weather events.

Environmental impact

36. Recycling collections maintained during the disruption due to staff shortages, albeit a day later (extending to up to 3 days for some rounds for a short period).

Equality and diversity impact

37. No groups with protected characteristics have been disproportionately affected by the service disruption. The disruption caused by the suspension of recycling collections during the industrial action was countywide. The

disruption due to staffing shortages that followed mainly impacted residents serviced by collection rounds operating from the Sands Farm depot in the north of the county.

Conclusion

38. Current performance reporting suggests that Hills are now completing the majority of scheduled collections on time, with only relatively few rounds needing to be rescheduled to the following day. All collections are being recovered within the week, and none have been rescheduled into the following week since 24 July.
39. On 1 and 2 September all rounds were deployed and completed as per schedule.
40. Hills have continued in their efforts to recruit over their establishment and have successfully reduced the number of vacancies.
41. Whilst the UK labour market continues to be fluid, particularly in the face of increasing competition for professional drivers and recognising current and anticipated cost of living concerns, the council will continue to closely monitor the performance of the Lot 5 contract and contract establishment levels, intervening again if required.

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Wiltshire Council

Environment Select Committee

13 September 2022

Subject: Streetscene and Grounds Maintenance Contract Procurement Update

Cabinet Member: Councillor Dr Mark McClelland - Transport, Waste, Streetscene and Flooding

Key Decision: No

Executive summary

Wiltshire Council's new Streetscene contract will commence on 1 December 2022. Idverde, the incumbent contractor, was the successful tenderer.

The scope of the contract covers a wide range of services including grounds maintenance, grass cutting, street cleansing, election material deliveries and play area provision.

The contract has an annual value of circa £5 million and runs for five years with a possible extension of an additional five years taking the potential full term up to ten years subject to performance against key outcomes.

The new contract will deliver a number of improvements, efficiencies, and environmental benefits, including:

- An annual financial saving of £0.4 million
- Year on year carbon reductions with carbon neutrality by 2030
- A 5% increase in environmentally managed land areas
- A range of social value outcomes

There is a requirement for the contractor to use the Council's IT systems and provide real time updates to ensure transparency to Wiltshire communities.

The contractor will operate their services from the Council's depots to retain the benefits of colocation, deliver carbon savings, waste reductions and cost sharing.

Proposal

That the committee notes the award of the Streetscene and Grounds Maintenance Tender to Idverde and the outcomes detailed.

Reason for proposal

To update and brief the Environment Select Committee.

Peter Binley
Interim Director of Highways and Transport

Report Author:
Adrian Hampton (Head of Highway Operations)

Wiltshire Council

Environment Select Committee

13 September 2022

Subject: Streetscene and Grounds Maintenance Contract
Procurement Update

Cabinet Member: Councillor Dr Mark McClelland - Transport, Waste,
Streetscene and Flooding

Key Decision: No

Purpose of report

1. This report summarises the outcome from the successful tender of the Council's Streetscene and Grounds Maintenance contract which commences on 1 December 2022.

Background

2. On 6 June 2022, following a successful tender process, the Council awarded its Streetscene Service (street cleansing and grounds maintenance) to Idverde. The contract will commence on 1 December 2022.

Main considerations for the Committee

3. The scope of the contract covers a wide range of services including grounds maintenance, grass cutting, street cleansing, election material deliveries and play area provision.
4. The contract has an annual value of circa £5 million and runs for five years with a possible extension of an additional five years taking the potential full term up to ten years subject to performance against key outcomes.
5. The new contract will deliver a number of improvements, efficiencies and environmental benefits, including:
 - (i) A financial savings of £0.4 million annually. These savings have been achieved through the implementation of a more outcome-based contract. This is where the Council advises the contractor of the expected delivery requirements and standards, with the contractor being responsible for delivering efficiencies. There is, however, a small resource and reactive element which remains in the contract. The reactive elements cover activities such as litter reports, with the resource provision covering vital services such as the burial service. The contractor will operate their services from the Council's depots to retain the cost benefits achieved from sharing yard space, office space and waste recycling facilities whilst collaboratively working towards carbon savings.

- (ii) Year on year carbon reductions with carbon neutrality by 2030. The carbon outcomes are being delivered by the electrification of fleet and moving to alternative fuels such as sustainable Hydrotreated Vegetable Oil (HVO).
 - (iii) A 5% increase in environmentally managed land areas. The move to more sustainable land management is incorporated into the contract with a target to move to increase areas which will support fauna and flora, such as wildflower and Meadow areas.
 - (iv) A range of social value outcomes. Supporting Communities is a major element of the new contract with the provision of streetscene activity days, equipment provision and specialised training.
 - (v) Greater transparency with a contractual requirement to provide monthly reports with photos, on the performance of the services to allow publishing on the Council's website. A three-monthly schedule of services for the Council to share via its social media forums to illustrate the good work completed. Weekly draft press releases on different subjects in this contract to promote the good work and public engagement. The provision of handheld devices to all appropriate operatives capable of running the Council's internal highway and streetscene IT systems, with all works being completed electronically and updated real time.
6. It did, however, become evident during the tendering process that providing street scene services to other partners, such as, Police, town and parish councils, NHS etc. carried significant challenges over the requirement to meet the Council's commitments such as reducing carbon and waste. All additional activities through the contract would increase the cost of infrastructure, resources, and management to meet the Council's pledges.

Equality and diversity impact of the proposal

7. There are no equality and diversity impacts resulting from the update report.

Risk assessment

8. There are no risk assessment requirements resulting from this update report.

Financial implications

9. The Cabinet report set out an annual contract saving of £400k.

Legal implications

10. Wiltshire Council carried out the procurement in accordance with Section B of Part 10 of its Constitution and in accordance with the Public Contracts Regulations 2015.

Conclusion

11. Wiltshire Council's new Streetscene contract will commence on 1 December 2022. Idverde, the incumbent contractor was the successful tenderer.
 12. The scope of works covers a wide range of services including grounds maintenance, grass cutting, street cleansing, election material deliveries and play area provision.
 13. The contract has an annual value of circa £5 million and runs for five years with a possible extension of an additional five years, taking a potential full term up to ten years subject to performance against key outcomes.
 14. The new contract will deliver a number of improvements, efficiencies, and environmental benefits, including: an annual financial saving of £0.4 million, year on year carbon reductions with carbon neutrality by 2030, a 5% increase in environmentally managed land areas and a range of social value outcomes.
 15. There is a requirement for the contractor to use the Council's IT systems and provide real time updates to ensure transparency to Wiltshire communities.
 16. The contractor will operate their services from the Council's depots to retain the benefits of colocation and deliver carbon savings, waste reductions and cost sharing.
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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

13 September 2022

Subject: Council Performance and Risk 2022/23 – Quarter One Monitoring

Cabinet member: Councillor Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing.

Key Decision: Non Key

Executive Summary

This report provides an update on performance against the stated missions in the Council's Business Plan 2022-32, its strategic risks and proposed future developments.

Proposals

Cabinet to note the updates and outturns:

1. Against the measures and activities ascribed against the Council's priorities and that targets for the measures will be included in the quarter two performance report.
2. To the Strategic Risk Register, issues and emerging risks.

Reason for Proposal

To provide Cabinet with a quarterly update on the current performance framework, which is compiled of the measures used to monitor progress against the 10 missions laid out in Wiltshire Council's Business Plan 2022-32.

The Strategic Risk Summary captures and monitors significant risks facing the Council, in relation to significant in-service risks facing individual areas and in managing its business across the authority.

This is supported by, and in compliance with, the Council's Corporate Performance and Risk Policy.

**Terence Herbert
Chief Executive**

13 September 2022

Subject: Council Performance and Risk Monitoring Report: Q1 2022/23

Cabinet member: Councillor Richard Clewer, Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing.

Key Decision: Non Key

Purpose of Report

1. This report provides an update on the progress against the stated missions in the Council's Business Plan.
2. To note: it provides information on measures of performance at the end of Q1 (June 2022) and risks as they are in Q2.
3. The Q1 2022/23 Performance Scorecard is attached to the report as **Appendix 1**.
4. The Strategic Risk Summary is attached as **Appendix 2**.
5. A supporting commentary is available in **Appendix 3**.

Relevance to the Council's Business Plan

6. This report updates Cabinet on the performance against each of the stated missions contained in the Business Plan 2022-2032, at the end of quarter Q1 2022/23.

Background

7. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.
8. These measures fell into three categories:
 - i) Main indicators – the key metric for that particular mission.
 - ii) Supporting indicator(s) – a metric that helps add weight or explanation to the main indicator.
 - iii) Basket indicators – where it was impossible to identify one or two main indicators measures were grouped together to be able to report on elements of each mission.

9. The resulting scorecard includes each main measure (the latest reported figure) and the most relevant/recent supporting and basket indicators.
10. Measures on the scorecard are owned and reported by the service to which they relate. Intended to evolve. Cabinet and scrutiny
11. The Strategic Risk Summary is attached as **Appendix 2** and provides information on the challenges, and potential challenges, the Council faces in delivering its services and ambitions.
12. Included in the risk summary is the Strategic Risk Register which contains risks that, if they were to become issues, could hamper the Council's ambition to achieve its stated aims whether that be empowering the people of Wiltshire, building thriving economies or leading the response to climate change. Risks are identified, defined, reviewed and managed in service areas.
13. There are over 250 risks identified and scored in the Council's risk management process. The Strategic Risk Register is made up of those risks which have either a potential impact on the wider council or are the responsibility of the wider council to mitigate.
14. A full explanation of the makeup of the Strategic Risk Register can be found at the bottom of Appendix 2.
15. Two previous risks – inflation and staff recruitment and retention – have now been classified as issues meaning that the potential problems identified have materialised.
16. The council's teams are now working to mitigate the impact of these issues and will continue to do so until they are no longer having a direct impact on delivery.
17. This is in line with and outlined in more detail within the Council's Corporate Performance and Risk Policy.

Future Developments

18. Throughout the course of 2022 and beyond, the Council's Scorecard will be undergoing significant review and improvement, and changes will be brought to Cabinet.
19. Working with Directors and Cabinet Members, targets will be set for quarter two, and measures iteratively challenged and improved at Performance Outcome Boards and Groups to ensure they are most representative of performance against a mission and allow for advanced scrutiny.
20. This is in addition to presentational changes to ensure it provides an easy read dashboard with improved data visualisation, which provides greater context, longer time series and an enhanced narrative about progress against service delivery plans which highlights where there are risks of failure or slippage.

21. Alongside these changes, a programme is underway to align financial reporting so that reporting cycles are correctly timed, and reports can be presented and synchronised with wider Council performance.
22. Future risk summaries will feature the Council's revised response to national-level risks. This will be completed in partnership with the Local Resilience Forum who will produce a Wiltshire response to the National Risk Assessment when it is published.
23. An exercise is also being undertaken with the Extended Leadership Team to ensure that items that do not yet make risk classification or cannot be quantified as emerging risks are considered in more depth, and future summaries are reflective of the live and dynamic nature of council services.

Overview & Scrutiny Engagement

24. The Overview and Scrutiny Management Committee is considering this report on 21 September.

Safeguarding Implications

25. A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults. Action is taken where improvements in performance are required.

Public Health Implications

26. Not applicable as no decision is required.

Procurement Implications

27. Not applicable as no decision is required.

Environmental and Climate Change Considerations

28. Not applicable as no decision is required.

Equalities Impact of the Proposal

29. Not applicable as no decision is required.

Risk Assessment

30. Not applicable as no decision is required.
31. Performance and risk indicators will continue to draw on the framework set out in the Business Plan and will continue to be refined through engagement with the relevant services.

Financial Implications

32. Not applicable as no decision is required.
33. Performance and risk as outlined above will inform the current service planning cycle and in turn the development of the budget for February 2023.

Legal Implications

34. Not applicable as no decision is required.

Options Considered

35. Not applicable as no decision is required.

Conclusions

36. This report brings together updates performance indicators that make up the performance framework as well supplementary commentary to provide further context around the Council's activities in these areas and the risks faced by the Council.

Perry Holmes

Director, Legal and Governance

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

August 2022

Background reading

Corporate Performance and Risk Policy

Appendices

- Appendix 1: Wiltshire Council Performance Scorecard - 2022/23 Quarter One
 - Appendix 2: Strategic Risk Summary Q1 2022/23
 - Appendix 3: Performance and Risk Commentary Q1 2022/23
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Wiltshire Council Performance Scorecard - 2022/23 Quarter One

Of the 27 indicators on this scorecard 20 (74%) were ranked as either green or amber in terms of improved performance.








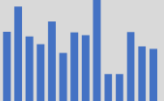

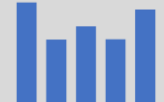
Arrows show the direction of travel. Green is a positive change, red a negative a change and orange neither positive or negative.










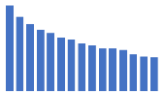
Gold shaded measures are main indicators	Unshaded indicators support a main indicator	Grey shaded indicators are selected from a basket of possible measures - the name of that basket appears above the measures
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Measure description	Previous positions	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment	
We Get the Best Start in Life								
Educational Gap: Phonics (The percentage point gap between all pupils at KS1 and those receiving pupil premium - achieving phonics)	18.1%	20.0%	21.2%	Aug-21	annual - academic year			It is difficult to make judgments about recent trends with these indicators as different approaches to assessment taken during the pandemic mean 2020 and '21 are incomparable with previously years.
Educational Gap: KS4 (The percentage point gap between all pupils and those receiving pupil premium - achieving 5+ in English and Maths at KS4)	31.1%	26.2%	29.4%	Aug-21	annual - academic year			
We Stay Active								
Percentage of Children who are Physically Active	43.7%	50.5%	53.7%	Mar-21	annual			The trend shows the last four financial years. The improvement shown in Wiltshire in the past three years has not been mirrored in the national or regional figures. Wiltshire now shows better levels of activity than the England or South West average. Results for 2021/22 are yet to be published.
Percentage of Adults who are Physically Active	71.2%	72.1%	72.9%	Mar-21	annual			The trend shows the last four financial years. Small improvements in each of the last three years put the activity levels in adults in Wiltshire above the national and regional average.
Referrals into the Reablement Service (total monthly number)	266	228	263	Jun-22	monthly			The trend shows the last five months. Total referrals remain at a fairly consistent level since the start of the year.









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Measure description	Previous positions	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We are Safe							
Re-referrals to Children's Services (% referrals within 12 months of previous referral)	14.6%	14.9%	15.4%	Jun-22	monthly		The trend shows the last 15 months. Every month of the financial year 2021/22 returned a lower re-referral rate than the 16% for 2020/21. The first three months of 2022/23 have each seen a small proportion rise. Despite this our re-referral rate is lower than comparative local authorities.
Public Protection							
Total number of Licensing Interventions (Notifications received, Number of Licensing Hearings, Number of Animals Inspections carried out and Number of Licensing Transactions)	2,227	1,268	2,329	Jun-22	quarterly		The trend shows the last nine quarters. As business activity increased following the pandemic so did the number of licensing interventions which were 71% higher in the three months to the end of June than in the same period in the previous year.
Adult Safeguarding							
Percentage of S42 Outcomes Met (% of statutory enquiries into possible abuse or neglect [section 42] in which set outcomes were met)	94.0%	100.0%	99.0%	Jun-22	monthly		The trend shows the last 15 months. This indicator counts enquires as they are closed and only counts incidents where an individual is asked what they want to achieve from the process. The overall proportion of met outcomes remains high.
Percentage of Outcomes Complete in Three Working Days (% of all 'first conversations' where the outcome was completed within 3 working days from first contact)	81.0%	81.0%	83.0%	Jun-22	monthly		The trend shows the last 15 months. The proportion of completed outcomes in the time frame remains consistently within a range of less than 8 percentage points over the period shown. Each of the last three months was a slight improvement on the same position last year.

Measure description	Previous positions	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We Live Well Together							
Stability for Looked after Children							
Percentage of Looked After Children Placed more than 20 Miles from Home (Excludes unaccompanied asylum seeker children)	37.0%	38.0%	38.0%	Jun-22	monthly		 <p>The trend shows the last 15 months. The proportion has been stable for the last 12 months; fluctuating between 35% and 38%. The final 2021/22 position was 36%, down one percentage point from 2020/21.</p>
Care Leavers in Suitable Accommodation (% of 19-21 year old care leavers in suitable accommodation in a four month window)	92.0%	94.0%	93.0%	Jun-22	monthly		 <p>The trend shows the last 15 months. An improvement in the last few months has seen a return to the levels seen at the end of 2020/21.</p>
We ensure decisions are evidence-based							
Participation							
Voter Turnout in Neighbourhood Plan Referendums	35.1%	28.0%	26.6%	Mar-22	latest vote		 <p>The trend shows all referendums dating back to 2019. The median turnout over the last three years is 34.3%. There have been two NP referendums in the final quarter of the financial year both with below average turnout. There have been 14 referendums in the last three years with the largest turnout being 51.8% in Broad Chalke in July 2021.</p>
Voter Turnout in Unitary By-Elections	29.5%	29.9%	35.6%	Mar-20	latest vote		 <p>The trend shows all byelections dating back to 2019. The latest vote was in Till and Wylve Valley in March 2020. The median turnout since the start of 2019 in five unitary by-elections is 29.5%.</p>

Measure description	Previous positions	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment	
We have the Right Housing								
Delivery of Affordable Housing	171	167	156	Jun-22	quarterly			The trend shows the last six quarters. The cumulative total for affordable homes completed in 2021/22 was 688 which surpassed the target of 650. The April to June 2022 figure of 156 is almost identical to the same period in the previous year.
The number on the Housing Register (total number on the register at the end of the period, not including those on the open market register)	3,786	3,870	4,136	Jun-22	quarterly			The trend shows the last nine quarters. The numbers on the housing register have been growing over the last 24 months. At the end of June the number was 23.8% higher than the same point in 2021 and 46.4% higher than the same point in 2020.
Total Households in Temporary Accommodation	76	69	78	Jun-22	quarterly			The trend shows the last nine quarters. An improvement on the situation in June 2020 where there were 135 households in temporary accommodation but a 13% rise in the current quarter.
We have the Right Skills to Prosper								
Unemployment (number of the work age population [16+] claiming out of work benefits)	6,745	6,400	6,210	Jun-22	monthly			The trend shows the last 15 months. The claimant number has fallen in every of the last 12 months. The June total of 6, 210 is a 38% reduction on the June 2021 figure.
Youth Claimant Rate (percentage of 18-24 year olds claiming out of work benefits)	3.3%	3.1%	3.0%	Jun-22	monthly			The trend shows the last 15 months. A downward trend of nearly a year-and-a-half means that in June the youth claimant rate was 3 percentage points below where it was at the same time in the previous year.

Measure description	Previous positions	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment	
We have Vibrant, Well-Connected Communities								
Transport and links								
Use of Public Transport (Number of passenger trips on both the commercial and supported bus network)	529,418	609,318	591,260	Jun-22	monthly			The trend shows the last 15 months. Growth shows change in activity but also follows an annual cycle. Even so, there is a 17% increase in June from the same period last year as passengers return to public transport.
We Take Responsibility for the Environment								
Waste economy								
Household Waste (Kilograms of waste produced per household)	247	257	253	Jun-22	annual (Q1)			
Recycling Rate (Percentage of household waste recycled or composted)	44.7%	45.5%	44.1%	Jun-22	annual (Q1)			The trends shows the final Q1 position in each of the last three years.
Waste Recovery Rate (Percentage of household waste sent for treatment/energy recovery)	44.9%	39.6%	40.0%	Jun-22	annual (Q1)			These four new indicators should to be reviewed together as they provide data on the amount of household waste produced, and the routes of disposal. Overall, tonnages are down compared with the peaks seen over the period of the pandemic.
Residual Waste Rate (Percentage of household waste sent to landfill)	10.4%	15.0%	16.0%	Jun-22	annual (Q1)			

Measure description	Previous positions	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
We are on the path to Carbon Neutral (Net Zero)							
Wiltshire's Carbon Emissions (kilotons carbon dioxide, and the equivalent of other greenhouse gasses. Territorial emissions only, i.e. these are emissions that arise within the county)	2,637	2,534	2,209	Dec-20	annual with a 2-year lag	 	The trends show the most recent three annual returns. This measure counts only the gasses produced within the county and the complexity of measuring it means that data is only available after two years. The direction of travel is positive.
Wiltshire Council's Carbon Emissions (measured in CO2e - greenhouse gases in a common unit. For any quantity and type of greenhouse gas, CO2e signifies the amount of CO2 which would have the equivalent global warming impact)	12,321	4,401	5,275	Mar-21	annually	 	The trend shows the five latest annual returns. The small rise in 2021/22 is due to the resumption of services following the pandemic.
Energy Performance Certificates at Levels A - C (% or registered EPC recorded at one of the top three levels - a three year rolling average)	43.0%	49.0%	50.0%	Dec-21	annually	 	The trend shows the five latest annual returns. This does not show the EPCs of all homes in Wiltshire only the EPCs registered over a rolling three-year period. Half of Wiltshire's homes were classified in the top three (of seven) levels in the most recent count compared with 34% in 2015-18.
Public Electric Vehicle Charging Points (all publicly available charging points including those owned by the council)	120	167	179	Mar-22	annually	 	The trend shows the position at the end of the last four financial years. Slow growth in the last two years of just 49% but these figure do not include private EV charging where there is more growth.

Wiltshire Council Strategic Risk and Issues Summary - 2022/23 Quarter One

This summary gives details of issues the council is dealing with, the strategic risk register and the emerging risk that may need to be quantified in the future. A guide to reading the risk register is included at the back of this summary.

Issues

Obstacles and Challenges that are now present and being managed as issues by Wiltshire Council

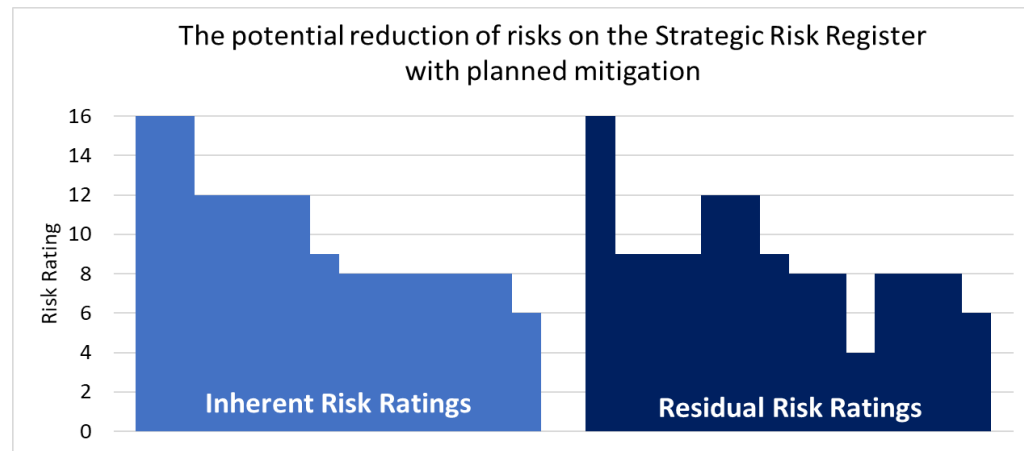
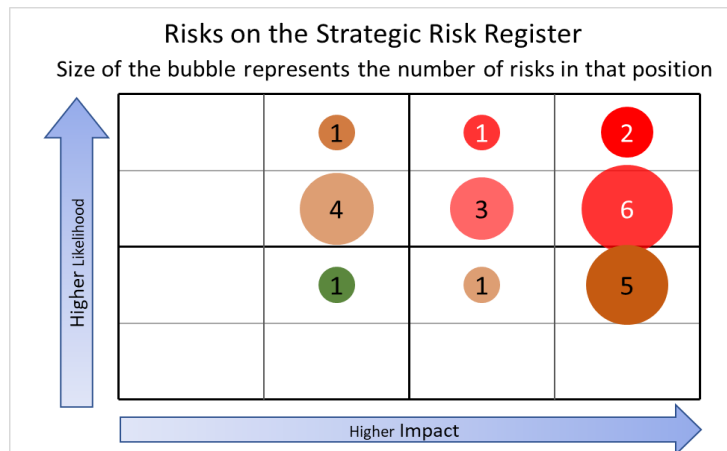
Macro economic pressures on our budgets: Inflation Nationally, we are facing a 'cost of living crisis' and inflation has experienced a significant increase above that forecast in the budget. As part of the final financial outturn reporting the Council took the opportunity to prudently set aside reserves to offset the unforeseen costs of inflation likely to arise in 2022/23, with £7m set aside for Contractual Inflation & £2m set aside for Pay Inflation to address the in-year pressure.

Staff Capacity: Recruitment and retention Some, but not all service areas, have identified that this has now become an issue.

There are a range of factors at play in different labour markets. These include:

- A smaller national workforce (less European immigration, earlier retirement/semi-retirement following the pandemic, increased numbers of those on out of work benefits) and closer to full employment.
- Specific skills shortages.
- Competition from the private sector and from other public sector organisations.
- The impact of the increase in the cost of living making higher wages more important.
- The cost increase of driving for those who have to travel in their role.

The result is that some services are now impacted by insufficient staffing.



Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey																		
Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating	
1	Unable to meet demand for special educational needs or disability (SEND)	Cost of provision exceeds the High Needs Block (HNB) of the Dedicated Schools Grant (DSG)	More of the DSG spent on providing education for SEND	Shortfall in the funding for schools	Financial	Legal	Helean Hughes	Treat	4	4	16	▶	Outside	We remain in frequent dialogue with the DfE and will be starting joint work with them on their Delivering Better Value (DBV) Outcomes programme in the autumn which will enable some support and challenge in relation to this area.	Low	4	4	16
2	Lack of capacity in the social care market	Changes in the local market (including recovery from the pandemic) means there is insufficient supply of Home Care, Independent Fostering Agencies, Children's Homes, provision for complex needs (including people with complex behavioural needs)	Too often provision has to be secured out of county, often in competition with other local authorities at a cost higher than the local market	The right type of care is not always available, people able to be discharged have to wait longer in hospital and budgetary pressure increases if people are placed in out of county or spot provision	Service Delivery	Financial	Helen Jones	Treat	4	4	16	▶	Outside	Block purchased day care. New tender going live in September. Still issues about sufficiency and handbacks	Low	3	3	9
3	Uncontrolled cost of social care (predominantly adults)	Changes in regulation (including the cost of increased infection prevention & control measures), workforce pressures and inflationary pressures in the care market	Each individual care package cost increases	Greater budgetary pressure to meet statutory requirements impacting on preventative and other spend	Financial	Service Delivery	Helen Jones	Tolerate	3	4	12	▲	Within	Identified inflationary pressures-going to Cabinet in September	Moderate	3	3	9
4	Failure to manage housing development	Lack of a 5 year land supply	Loss of control over the location of new development	Non-plan led housing development may be granted consent through the appeal process; Allowing development where we don't want it; Increase in costs - defending appeals; Pressure on staff.	Legal	Reputation	Jean Marshall	Treat	4	3	12	▶	Outside	Updated our 5 year land supply in April. Development Management teams are seeking to approve applications where there are no major policy obstacles, Spatial Planning continue to support neighbourhood plans to bring forward housing sites, in addition to encouraging developers to bring forward allocated sites. We do have an improved position, but still short of the 5 years. Progress on the local plan is still being given a priority.	Moderate	3	3	9
5	Cyber Resilience	Malicious attacks from either internal or external individuals or organisations with the intent of stealing data or impacting the council's ability to deliver services.	Wiltshire Council's security is compromised opening up access to councils systems and personal and corporate data for malicious activity.	Loss of personal or corporate information OR loss or interruption of some or all council services delivered to citizens of Wiltshire.	Service delivery	Reputation	Mark Tucker	Treat	4	3	12	▶	Within	Working towards National Cyber Security Centre essential level of practice, Making uses of internal audit process to keep on top of required developments.	High	3	3	9

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating
6 Pandemic influenza	Influenza strain that is highly transmissible and with a high mortality rate.	Up to 2.5% death rate Up to 50% population infected	Strain on death management system Requirement for body storage Business continuity of services Managing distribution of prophylactics	Health & Safety		Kate Blackburn	Treat	4	3	12	▶	Outside	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	3	12
7 Flooding	Heavy rain and/or saturated ground.	Houses flooded Businesses flooded Roads blocked Infrastructure damaged Contamination of water supply	Homeless and vulnerable people need evacuation/accommodation Infrastructure repair or replacement Loss to local economy Transport networks disrupted Public Health issues Environmental damage Business continuity of services	Health & Safety		Parvis Khansari	Treat	4	3	12	▶	Outside	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	3	12
8 Impact of negative media/social media coverage on council	Potential negative reaction to council decision making and delivery of services.	Negative public reaction expressed via social media and through the media	Negative impact on council's reputation.	Reputation	Reputation	Perry Holmes	Tolerate	2	4	8	▲	Within		High	2	4	8
9 Ability to deliver an effective response and implementation of the Local Authority Outbreak Management Control Plan	Public health agencies remain in response to pandemic without additional funding	A variant of concern emerges that causes greater levels of illness and rising case numbers	Lack the capacity in the workforce meaning business as usual unable to run while Outbreak Plan put into place.	Service Delivery	Staffing/ People	Kate Blackburn	Treat	4	2	8	▶	Within	Forward planning on health protection roles using Contain Outbreak Management Fund and flexibility across the team means mobilisation for outbreak support will be maintained.	High	4	2	8
10 Failure in Safeguarding Children	The council and / or multi-agency partners failing to follow procedures or to undertake a thorough assessment	The council and / or multi-agency partners providing inappropriate intervention or no intervention.	Children not being protected from harm.	Service Delivery	Reputation	Lucy Townsend	Treat	4	2	8	▲	Within	1. Workforce strategy in place to aid recruitment and retention of practitioners. 2. Quality Assurance Framework in place which assures monitoring of performance (qualitative and quantitative). 3. Increased resource directed into the Integrated Front Door to effectively manage the increase in referrals and ensure consistent threshold application, thus preventing unnecessary escalation into statutory service where there is more pressure on workforce i.e. social workers. 4. Continued prioritisation of the family help/hub agenda, including consideration of commissioning efficiencies.	High	2	2	4

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating	
11	Widespread electricity failure	Infrastructure fault or severe weather.	Loss of electricity	Danger to health due to loss of heating Loss of some telephone communication Loss of access to food shops Loss of access to cash machines Loss of access to fuel	Health & Safety		Parvis Khansari	Tolerate	4	2	8	▶	Within	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	2	8	*
12	Catastrophic terrorist attacks	Radicalisation Extremist views	Attack of public places, events or infrastructure	Loss of life Fear in the community loss of infrastructure Increased community tension	Health & Safety		Terence Herbert	Treat	4	2	8	▶	Within	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	2	8	*
13	Poor air quality events	Pollution and/or extreme weather events.	Particulate or chemical release from industry or caused by fires Severe weather events carrying pollution or particles in the air.	Increase in respiratory issues Leading to increase in hospital admissions	Health & Safety		Kate Blackburn	Tolerate	4	2	8	▶	Within	NATIONAL RISK - RATINGS DO NOT CHANGE AT LOCAL LEVEL. Plan updated against latest national guidance	High	4	2	8	*

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating	
14	[Composite] Information Governance	Failure to manage information effectively in keeping with Data Protection Act Principles leading to reportable incidents and potential data breaches	1. Personal Information not obtained and / or processed fairly 2. Excessive information obtained and held beyond service purpose 3. Information held for longer than purpose requires 4. Information not accurately captured / maintained or kept current 5. Information not protected by adequate technical measures 6. Sensitive information inappropriately disclosed either verbally, on paper or electronically.	Unlawful use and / or disclosure of personal data results in Risk and distress to individuals concerned, potential fines from Information Commissioners Office (ICO), reputational damage and loss of confidence in the authority.	Legal	Financial	Perry Holmes	Tolerate	3	2	6	▶	Within		High	3	2	6
15	[Composite] Income Collection	Decrease in levels of income due to lower payment rates, take up of services or increase default rates	Failure to collect income as expected and budgeted for	Increased financial pressure on other service areas in order to deliver a balanced budget across the Council as a whole which results in cuts to those other services spend.	Financial	Reputation	Lizzie Watkin	Treat	2	3	6	▶	Within	Additional budget monitoring with all heads of service	High	2	2	4
16	[Composite] Corporate Health, Safety & Wellbeing	Inadequate or ineffective control strategy is established	Lack of application by managers and individuals of corporate policy and procedures	Likelihood of personal harm increases.	Health & Safety		Kate Blackburn	Tolerate	2	3	6	▲	Within	Increasing availability of manager training. Seeking improved means to inform employees about	High	2	2	4
17	Hospital discharges resulting in high cost and highly restrictive packages of care	Increase in number people needing to be discharged from hospital not being discharged	Challenge from external partners on the quality/quantity of available provision	Increase in out of county placements and / or high cost packages, hospital beds being unavailable for others with complex needs.	Service delivery	Financial	Claire Edgar	Treat	2	3	6	▶	Within	Liaison with health partners. Weekly Community Team for People with Learning Disabilities (CTPLD) update call with health and Dynamic Support Register (DSR) meetings. Accommodation needs shared with commissioning to inform strategy. MADE events identifying discharge pathway plans.	Moderate	2	2	4

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey

Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q2 Inherent Impact	Q2 Inherent Likelihood	Q2 Inh Risk Rating	Q2 DoT	Appetite check Q2	Q2 Mitigation Actions	Q2 Actions Confidence	Q2 Residual Impact	Q2 Residual Likelihood	Q2 Res Risk Rating
18 [Composite] Budget management	New unfunded project, unforeseen demand or failure to make planned savings	Inability to deliver key statutory services within the service-level budget envelope	Increased financial pressure on other service areas in order to deliver a balanced budget across the authority as a whole which results in cuts to those other services spend.	Financial	Reputation	Lizzie Watkin	Treat	2	3	6	▶	Within	New planned savings delivery work	High	2	2	4
19 [Composite] Not on track for the Council to be carbon neutral by 2030	Lack of prioritisation for carbon reduction by other council departments	Financial considerations mean decisions are made not to undertake carbon reduction activity	Wiltshire Council fails to be carbon neutral by 2030	Service Delivery	Reputation	Parvis Khansari	Tolerate	2	2	4	▲	Within		High	2	2	4

* There are occasions where the planned or available mitigation does not reduce the overall risk rating.

Emerging Risks

Events that have the potential to interrupt the work of the Council but of which not enough is yet known to quantify the risk to the delivery of our services.

Financial impact of global events	<p>International capital and energy markets impacted by conflict and speculative investment adding additional inflationary pressure in the UK.</p> <p>Disruption to global supply chains causing shortages, more inflation and potentially more demand for support of council services.</p> <p>A more uncertain world means a more insular economy and lower UK market sentiment meaning less investment in Wiltshire.</p>
Change of Government approach in the UK	<p>The commitment of a new PM and Cabinet from September, or a whole new government in two years, to programmes of work, expenditure and taxation. Changes in policy resulting in required change of emphasis for the Council.</p> <p>One such change might be the review of the Bank of England mandate and the setting of interest rates becoming politicised.</p> <p>Another might be a change in commitment to locally planned and delivered social services..</p>

How to read the strategic risk register

There are significant challenges for Wiltshire Council as it looks to empower people, build stronger communities, grow the county's economy and lead the way in tackling climate change. The Strategic Risk Register reflects these challenges.

The Strategic Risk Register draws together information recorded on risk registers of individual services across Wiltshire Council.

Information that has significance across the council as a whole is displayed in two categories on the Strategic Risk Register.

1. Critical service risks: significant risks that sit in a single service but which, should they become an issue, will have a significant impact on the council as a whole.
2. Composite strategic risks: where similar risks exist in a number of different services which would not have a significant impact on the organisation on their own but put together represent a significant impact. These risks are compiled into a single strategic composite risk and included within the strategic risk register. These risks are scored by reviewing the service component risks.
3. National level risks: Wiltshire Council's response to the risks recorded by central government on the National Risk Register (NRR). The updated NRR is due to be published in the near future. When it is, Wiltshire Council will work within the Local Resilience Forum to produce an appropriate response. In the meantime Wiltshire Council's pre-existing response to the previous NRR is shown in the grey rows above.

Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk).

Each risk is scored for impact and likelihood to give an overall score. A risk is scored twice; firstly, as inherent (the current level of risk) and then as residual (the risk as it would be once all the planned mitigating actions are in place).

The confidence in the implementation of these mitigating actions is assessed as high, moderate or low. This guides the reader of the register to understand the true current risk.

A whole range of service risks are kept under observation each quarter.

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Appendix 3: Performance and Risk Commentary

1. Measures from the Council Scorecard and risks from the Strategic Risk Register are detailed below in terms of the missions from the business plan against which they sit. This commentary includes all relevant risks from the corporate process – not just those on the Strategic Risk Register.

We Get the Best Start in Life

2. The main indicators for this outcome are reliant on educational attainment information which is published only once a year and will not be available until the middle of quarter three.
3. Recent trends in both these indicators are hard to establish as the approach to assessment was altered during the pandemic.
4. In both 2020 and 2021, the check on phonics progress was undertaken months after the usual assessment period. As for key stage four (GCSE), results required teacher-based assessment rather than independently marked coursework and exams.
5. The advice from the Department for Education is that comparison with previous years is not made for these indicators. 2022 results should provide an opportunity for a greater level of comparison with previous results and with other areas.

The greatest risk to achieving this outcome is currently the ability of the Council to meet the demand for provision for support for special educational needs and disability (SEND). This is a high financial risk and the Council's Education and Skills Directorate is working with the Department for Education to plan recovery and reduce the impact.

We Stay Active

6. Rates of referral into the Reablement Service remain higher than seen in previous years and have not decreased, despite coming out of winter pressures. This is evidence of the continued demand to support system flow and discharges from the acute hospitals.
7. Uncertainty around the amount of care Wiltshire Council will be responsible for providing is the stand out risk for this mission. The risk relates to the financial burden of providing expensive ad hoc care for people leaving hospital.
8. The risk is well controlled with further partnership working planned as additional mitigation.

We are Safe

9. The rate of re-referrals into Children's Services is a measure of how effective the work of those services are. Despite increases in the rate in

recent months, the current rate is below the Council's expected rate (17-19%).

10. This positive performance indicates strong practice in step down arrangements. Wiltshire's re-referral rate is lower than comparative local authorities (24%). Council teams also monitor repeat contact rates (those not progressing to assessment) and undertake routine dip sampling activity which ensures that the right people are getting the right support.
11. The percentage of Section 42 outcomes met within time scale remains high is evidence that demand into social care via the Advice and Contact Team is effectively managed and done so in a timely way. That demand is either resolved at this first point of contact or by being passed to a more appropriate team.
12. There are three high level risks for this mission on the Strategic Risk Register. All three relate, in different ways, to the provision of appropriate and timely social care.
13. The most critical of these is a failure of the social care market. With an additional economic pressure this risk is seen as likely to become an issue. There is some additional mitigation planned in terms of commissioning more social care but the impact of this is yet to be evaluated.

We Live Well Together

14. The overall number of looked after children placed more than 20 miles from home is very small. In the most recent quarter, the number increased by fewer than 10. Of that increase, 86% were young people who were placed beyond that 20-mile range but still within the county boundary meaning it is easier to offer them the correct level of support.
15. The risk of failing to help support refugees to integrate into Wiltshire society is scored as low and is highly controlled with well-established processes in place.

We ensure decisions are evidence-based

16. There were no neighbourhood plan referendums or unitary byelections in Q1.
17. When looking at the figures for previous polls it is important to consider that voter turnout in local polls is historically lower than in for larger elections. Promoting higher voter turnout, reflecting that voting is a personal choice, is seen as reflective of positive democracy.
18. Based on best practice and academic study the Council will consider (where it is within its control) the impact of timing, access and communication (including an educational aspect of the benefits of voting, focus where appropriate on hard-to-reach groups and trying to communicate where we might expect the biggest impact) to increase voter turnout.

19. None of the nine service-identified risks that link directly to this mission have a large enough impact to be elevated to the Strategic Risk Register.

We have the Right Housing

20. The rise in the number of families living in temporary accommodation is in part due to the pandemic response. During the pandemic, the Council followed government guidance to clear temporary accommodation and, as a result, the Council offered direct lets to clients in temporary accommodation which significantly reduced the numbers. The Council is now seeing a monthly average of around 80 clients in temporary accommodation.
21. However, the number of homeless applications triggered has doubled since April 2020, from 105 a month to 379 in June 22 so although TA is showing a slight decrease this does not reflect the increasing demand on homelessness services.
22. In March 2022, the Council had 98 clients in temporary accommodation, this equates to 0.45% per 100,000 of the population, which is excellent compared to other local authorities in the South West. The regional average is 1.59% per 100,000, with Wiltshire therefore managing temporary accommodation extremely well based on increasing homeless demand.
23. Maintaining a low level in temporary accommodation is also important for the council as if demand exceeds the places available the costs will be extensive and have to be found from other parts of the services.
24. Increased demand is also reflected when looking at the numbers on the housing register. Pre-COVID, the Council was receiving around 450 online applications a month. In June 2020, this reached 952 online applications received, and has remained at a monthly average of around 800. This is nearly a 50% increase in online applications which has resulted in a steady increase of clients joining the housing register.
25. This was mainly due to applicants' concerns about the COVID crisis: people worried about jobs, their business, being asked to leave by family and friends, and sharing accommodation became a health concern. More recently, it is connected to resident's concerns around the cost of living, recession and inability to find affordable alternative accommodation in the private sector.
26. As part of the Council's restructure of housing teams and new way of working, from 15 August 2022, anyone who would like to make an online application would first need to speak with a Housing Caseworker who will provide individual tailored advice and determine if applying on the housing register is the right option for them. Customers will no longer have the ability to just apply on line as it needs to be ensured that they are aware of our limited supply of social housing and that only those with a confirmed housing need will be offered the option to make a housing application.

27. Housing risks relate to both the potential for an increase in demand and the Council's ability to influence the housing market.
28. Planned activity to reduce risks against this mission include the use of Housing Perseveration Grants to build prevention teams to help avoid homelessness, a plan to update Wiltshire's five-year housing land supply within an updated Local Plan and the employment of a new Chief Planning Officer.

We have the Right Skills to Prosper

29. Both measures of employment show positive progress.
30. The unemployment rate equates to 2.1% in Wiltshire which compares favourably with 2.6% across the South West and 3.8% in England as a whole.
31. The youth claimant rate also shows positive progress heading below the pre-pandemic level of 3.2%.
32. None of the 13 service identified risks that link directly to this mission have a large enough impact to be elevated to the Strategic Risk Register.

We have Vibrant, Well-Connected Communities

33. The use of public transport indicator shows that passenger numbers continue to grow slowly in Wiltshire. Growth in the use of concessionary passes lags the wider growth in bus use.
34. The Council will be taking part in the national *Catch the Bus Month* in September with a view to further prompting public transport use across Wiltshire.
35. None of the 19 service identified risks that link directly to this mission have a large enough impact to be elevated to the Strategic Risk Register.

We Take Responsibility for the Environment

36. The overall amount of waste produced per household has fallen in the last year by 1.6%.
37. The proportion of residual waste (that gets sent to landfill) is up by one percentage point on the previous year. Typically, the only waste sent to landfill are bulky items collected at the kerbside that are unsuitable for waste treatment, and residual waste from HRCs which includes bulky items.
38. None of the 36 service identified risks that link directly to this mission have a large enough impact to be elevated to the Strategic Risk Register.

We are on the path to Carbon Neutral (Net Zero)

39. The scale of the measures around carbon emissions means that they are only measured annually and that there can be significant time lags between the point of measurement and reporting.
40. The role of the pandemic can be clearly seen in the results as activity fell in 2020, so did both the Council's and the County's carbon output. In the case of the Council there has been a rise in the carbon output in the most recent year but not to the levels seen pre-pandemic.
41. Activity to reduce, and help reduce, carbon output continues and each directorate has been supporting the development of the climate strategy delivery plans that are due to be published by the end of September.
42. The risk to the Council's ambition to be carbon neutral by 2030 is currently ranked as low and well controlled. Plans and strategies are being developed and all services are engaged.

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Wiltshire Council

Environment Select Committee

13 September 2022

Climate Emergency Task Group Update

Purpose

1. To update the Environment Select Committee on the work of the Climate Emergency Task Group since June 2022.

Background

2. The Climate Emergency Task Group (CETG) is a task group reporting to the Environment Select Committee. The task group's initial terms of reference were endorsed by the Select Committee on 3 September 2019 and were revised on 9 November 2021.
3. The task group has produced two reports with recommendations:
 - Energy and Transport & Air quality (29 September 2020)
 - Planning (13 January 2021)
4. At its meeting on 14 June 2022 the Select Committee approved the continuation of the task group 2022/23.
5. The task group's last update to the Select Committee was on [14 June 2022](#).

Membership

6. The membership of the task group from July 2021 is as follows:

Cllr Clare Cape
Cllr Sarah Gibson
Cllr Tony Jackson
Cllr Jacqui Lay
Cllr Brian Mathew
Cllr Nick Murry
Cllr David Vigar
Cllr Ian Wallis
Cllr Graham Wright (Chairman)

Terms of Reference:

7. The task group's revised terms of reference were endorsed by the Environment Select Committee on the 9 November 2021. These are:
 - i. *To help shape and influence the development of Wiltshire Council's programme (in all relevant areas) for meeting its objective of making Wiltshire Council carbon neutral and seeking to make the county of Wiltshire carbon neutral by 2030 (excluding the geographical area administered by Swindon Borough Council).*
 - ii. *To scrutinise the delivery of this objective through the Climate Strategy (2022-2027) and its delivery plans, as well as key plans, policies, and programmes, such as the Local Plan, Local Transport Plan and Green and Blue Infrastructure Strategy. Including the way in which the Council is measuring progress and how it is performing and reporting against baselines.*
 - iii. *To provide recommendations on other aspects of decarbonising the county including partnership working and community-led approaches as well as acting as a national role model.*

Recent Activity

Climate Strategy Delivery Plans (5 August 2022)

8. The task group received a briefing from Ariane Crampton, Head of Climate Programme on the draft delivery plans for the Climate Strategy. Since the Climate Strategy was adopted in February, there has been collaboration across the council to develop two delivery plans for the period 2022-24. The first one, the Carbon Neutral Council Plan, focuses on achieving the council's commitment to be carbon neutral by 2030. The second delivery plan focuses on actions that the council can take, either alone or in partnership, with others to lead the transition to a carbon neutral county.
9. A responsible service has been identified for each action and the relevant Head of Service or Director has approved the drafts, to ensure actions allocated to their area are deliverable.
10. The task group asked about how closely the delivery plan actions were aligned to the 'stretch' targets set out in the [Anthesis](#) reports. The issue of decarbonising the council's fleet vehicles was raised.
11. The delivery of more carbon neutral homes was discussed. The council's ambition is for new builds to be to the highest standard and will set this out in the Local Plan. Task group members raised the point that some Local Plan have already been adopted with zero carbon targets e.g. London, Reading. The rolling out of EV charging to residential areas, particularly social and council housing, was also raised.

12. How to deliver a carbon neutral county through partnership working was discussed. This is an area where the task group believes the council can take more of a lead working closely with parish and town councils. It was raised that the role of economic development will be important as will lobbying central government.
13. The Chairman of the task group welcomed the opportunity to see and comment on the drafts and recognised the amount of work that had gone into their development.

Climate & Environment Forum

14. The Climate & Environment Forum has been launched which is intended to be a mechanism for a regular two-way dialogue between the council and a representative group of local residents. It met informally in July 2022 with the first formal meeting scheduled for September.
15. Welcoming this arrangement, the task group asked about the recruitment process for members of the Forum and how current climate groups fitted into this new arrangement.

Wiltshire-wide Local Cycling and Walking Infrastructure Plans (LCWIPs) (2 Sept 2022)

16. The task group received a briefing from Heather Blake, Senior Transport Planner on the Wiltshire Local Cycling and Walking Infrastructure Plans (LCWIP) and allied design guides. The council is in the process of developing Local Cycling and Walking Infrastructure Plans (LCWIPs) for the principal settlements and market towns in Wiltshire, as well as the key routes between them. These are currently out for [consultation](#).
17. The task group asked about the lessons learnt from the COVID cycle schemes. Also, questions were raised about improving and securing places to park bicycles. Possible funding streams and their criteria were discussed as well as the importance of funding toward behaviour change. Drawing on local knowledge and in particular local cycle networks was also considered.

Forward work plan

18. The task group met to discuss its forward work plan on 1 September 2022. It was agreed to revise the plan over the next few months, in discussion with officers and the Executive, to better align it with the delivery of the Climate Strategy and other strategies and programmes key to the climate agenda.
19. The new plan will create a more effective focus for the task group and add value to delivering the net zero programme.
20. An interim draft forward plan is attached at Appendix 1.

Proposals

1. To note the update on the Task Group activity provided above.
2. To note the Task Group's draft forward work plan, see Appendix 1.

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APPENDIX 1

Climate Emergency Task Group – Forward Work Plan

16 Sept 2022	Review of council's land ownership To understand the future of the council's land holdings, incl. county farms, with respect to food production, renewable energy, and tree planting.
tbc	Developing EV (Electric Vehicle) Charging Discussion with commercial providers about current good practice, funding models and Government support.
tbc	Update British Army Sustainability To update task group following briefing on 6 May 2022.
tbc	Natural England Funded Pilot Meeting to consider the pilot projects looking at rolling out local nature recovery planning, bio-diversity net gain and the environmental toolkit
tbc	Local Transport Plan To understand the future strategy in particular active travel, electric vehicles and active travel.
tbc	Bio-gas To explore the potential for bio-gas as a replacement for natural gas and use in vehicles.

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Environment Select Committee Forward Work Programme

Last updated 1 SEPTEMBER 2022

Environment Select Committee - Current / Active Task Groups		
Task Group	Start Date	Final Report Expected
Global Warming and Climate Emergency Task Group	May 2019	TBC

Environment Select Committee - Rapid Scrutiny		
Topic	Details	Date

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Agenda Item 11

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
8 Nov 2022	Private sector renewal strategy	As discussed at the ESC- Executive meeting on 9 September 2021 on the housing portfolio to provide a report on the strategy.	Emma Legg (Director – Ageing & Living Well)	Cllr Phil Alford	Nicole Smith (Head of Housing)
8 Nov 2022	Review of registered housing providers	As discussed at the ESC- Executive meeting on 7 September 2021 on the housing portfolio. To receive a report on registered providers of affordable housing, shared ownership and rental housing.	Simon Hendey (Director - Housing and Commercial)	Cllr Phil Alford	Richard Walters (Head of Service – Major Projects)
8 Nov 2022	Update on the Homeless Strategy 2019-2024	As resolved by at the ESC meeting on 3 September 2019 the select committee to receive an update on the Homeless Strategy (delayed due to the pandemic)	Emma Legg (Director – Ageing & Living Well)	Cllr Phil Alford	Nicole Smith (Head of Housing)
8 Nov 2022	Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
Jan 2023 (tbc)	'Heritage' app; 'What's on in Wiltshire' app	September 2021 on the arts, heritage and tourism portfolio a report to be provided detailing the development of two tourism apps.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
Jan 2023 (tbc)	Broadband	As discussed at meeting with the Cabinet Member 6 May 2022 the select committee to receive a report about broadband roll out in the county.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
Jan 2023 (tbc)	Wiltshire Marque	As discussed at meeting with the Cabinet Member the select committee to receive a report about the 'Wiltshire Marque' for produce.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)
Jan 2023 (tbc)	Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)
March 2022 (tbc)	Homes 4 Wiltshire	As discussed at the ESC-Executive meeting on 9 September 2021 on the housing portfolio to provide an update on Homes for Wiltshire.	Emma Legg (Director – Ageing & Living Well)	Cllr Phil Alford	Nicole Smith (Head of Housing)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
March 2023 (tbc)	Libraries Development	As discussed at the ESC-Executive meeting on 24 September 2021 on the leisure and libraries portfolio to provide an update on the development of the council's library service.	David Redfern (Assistant Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	
March 2023 (tbc)	Leisure Services Insourcing	As resolved at the select committee meeting on 9 November 2021, the committee will receive a further update be that includes financial information and membership trends. It will also review operating leisure facilities on public holidays.	David Redfern (Assistant Director Leisure Culture and Communities)	Cllr Ian Blair Pilling	
March 2022 (tbc)	Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)
June 2023 (tbc)	Wiltshire Towns Programme	As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update.	Parvis Khansari (Corporate Director Place)	Cllr Richard Clewer	Victoria Moloney (Head of Economy & Regeneration)

Meeting Date	Item	Details / purpose of report	Associate Director	Responsible Cabinet Member	Report Author / Lead Officer
June 2023 (tbc)	Active Travel	As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update.	Peter Binley (Acting Director of Highways and Transport)	Cllr Dr Mark McClelland	
June 2023 (tbc)	Climate Emergency task group	To receive an update from the task group regarding activity and its forward work plan			Cllr Graham Wright Simon Bennett (Senior Scrutiny Officer)
tbc	National Park action plan	Partnership arrangement with the National Park and joint action plan.	Parvis Khansari (Corporate Director Place)	Cllr Nick Botterill	Georgina Clampitt-Dix (Head of Spatial Planning)
tbc	Climate adaptation	To receive a report outlining the actions the council is taking to adapt to climate and ecological change	tbc	tbc	tbc
tbc (check)	Gypsy & Traveller Plan	To receive the Gypsy and Traveller plan.		Cllr Nick Botterill	Georgina Clampitt-Dix (Head of Spatial Planning)
tbc (check)	LHFIG Review	To receive a update report on the implementation of the Local Highway & Footway Improvement Groups (LHFIG)	Peter Binley (Acting Director of Highways and Transport)	Cllr Dr Mark McClelland	Dave Thomas (Head of Highways Asset Management & Commissioning)

tbc	Passenger Transport service update and future developments	As resolved at the select committee meeting on 14 June 2022, the committee will receive a further update.	Peter Binley (Acting Director of Highways and Transport)	Cllr Dr Mark McClelland	Jason Salter (Head of Service Passenger Transport)
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Information briefing				
Meeting Date	Item	Details / purpose	Associate Director	Responsible Cabinet Member
tbc	Environment Act 2021	To receive a (series of) briefing regarding the implications of the Environment Act.		