Wiltshire Council

AGENDA

Meeting: **Cabinet**

Place: **Kennet Room - County Hall, Bythesea Road, Trowbridge, BA14 8JN**

Date: **Tuesday 7 May 2024**

Time: **10.00 am**

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

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

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

Membership:

Cllr Richard Clewer	Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, and Tourism
Cllr Laura Mayes	Deputy Leader and Cabinet Member for Children's Services, Education, and Skills
Cllr Phil Alford	Cabinet Member for Housing
Cllr Ian Blair-Pilling	Cabinet Member for Public Health, Communities, Leisure and Libraries
Cllr Nick Botterill	Cabinet Member for Finance, Development Management and Strategic Planning
Cllr Jane Davies	Cabinet Member for Adult Social Care, SEND and Inclusion
Cllr Nick Holder	Cabinet Member for Highways, Street Scene, and Flooding
Cllr Dominic Muns	Cabinet Member for Waste and Environment
Cllr Tamara Reay	Cabinet Member for Transport and Assets
Cllr Ashley O'Neill	Cabinet Member for Governance, IT, Broadband, Digital, Licensing, and Staffing

Recording and Broadcasting Information

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

By submitting a statement or question for a meeting you are consenting that you may be recorded presenting this and that in any case your name will be made available on the public record. The meeting may also be recorded by the press or members of the public.

Any person or organisation choosing to film, record or broadcast any meeting of the Council, its Cabinet or committees is responsible for any claims or other liability resulting from them so doing and by choosing to film, record or broadcast proceedings they accept that they are required to indemnify the Council, its members and officers in relation to any such claims or liabilities.

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

Parking

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

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

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

Public Participation

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

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

The full constitution can be found at this link.

Our privacy policy is found here.

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

Part I

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

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

1   **Apologies**

To receive any apologies for absence.

2   **Minutes of the Previous Meeting** *(Pages 5 - 12)*

To confirm as a true and correct record and sign the minutes of the Cabinet meeting held on 16 April 2024.

3   **Declarations of Interest**

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

4   **Leader's Announcements**

To receive any announcements from the Leader of the Council.

5   **Public Participation and Questions from Councillors**

The Council welcomes contributions from members of the public.

This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by Members of the Council.

Questions must be submitted to committee@wiltshire.gov.uk by 12.00 noon on Tuesday 30 April 2024.

Written notice of a wish to make a statement should also be provided whenever possible.

6   **Corporate Performance and Risk Report 2023-24 Q4** *(Pages 13 - 46)*

Report of the Chief Executive.

7   **Risk Management Policy** *(Pages 47 - 106)*

🔑   Report of the Director, Legal and Governance*.*

8   **Revised New Forest Mitigation Strategy to manage recreational pressures on the New Forest Protected Sites** *(Pages 107 - 118)*

🔑   Report of the Corporate Director – Place.

9   **Provision of a range of accommodation for care experienced children and young people and unaccompanied asylum seeking young people** *(Pages 119 - 142)*

 Report of the Corporate Director, People.

10 **Appropriation of land for Planning Purposes** *(Pages 143 - 150)*

 Report of the Deputy Chief Executive & Corporate Director Resources

11 **Urgent Items**

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

Part II

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

NONE

Wiltshire Council

Cabinet

MINUTES OF THE CABINET MEETING HELD ON 16 APRIL 2024 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:
Cllr Richard Clewer (Chairman), Cllr Phil Alford, Cllr Ian Blair-Pilling, Cllr Jane Davies, Cllr Nick Holder, Cllr Dominic Muns, Cllr Tamara Reay and Cllr Ashley O'Neill

Also Present:
Cllr Allison Bucknell, Cllr Gordon King, Cllr Robert MacNaughton, Cllr Dr Brian Mathew, Cllr Ian Thorn and Cllr Graham Wright

48   **Apologies**

Apologies were received from Cllr Nick Botterill and Cllr Laura Mayes.

49   **Minutes of the Previous Meeting**

The minutes of the meetings held on 12 March 2024 and 19 March 2024 were presented for consideration.

Resolved:

To approve and sign the minutes of the meetings as a true and correct record.

50   **Declarations of Interest**

There were no declarations of interest.

51   **Leader's Announcements**

There were no Leaders announcements.

52   **Public Participation**

Agenda Supplement 1 included details of questions submitted for the meeting by Cllr Ian Thorn.

The Leader provided verbal responses to the questions from Cllr Thorn at the meeting, details of which are to be included in an updated Supplement 1. He then responded to a number of supplementary questions which are also to be included in an updated Supplement 1.

53   **SEND Sustainability Plan and the Safety Valve Agreement**

Cllr Richard Clewer, Leader of the Council and Cabinet Member for MCI, Health and Wellbeing, Economic Development Heritage, Arts, and Tourism presented

a report which provided an update on the SEND Sustainability Plan for Wiltshire and the Safety Valve Agreement between Wiltshire Council and the Department for Education (DfE) which was signed on 12 March 2024.

The Leader and Cllr Jane Davies, Cabinet Member for Adult Social Care, SEND and Inclusion reminded Cabinet that the agreement is supported by the High Needs Block Sustainability Plan which details how Wiltshire Council will improve outcomes for children and young people with SEND and, through investment in early help and support, return the High Needs Block (HNB) to a financially balanced position, with a total cumulative deficit of £56.247m by the end of the last financial year (2023/24). The agreement confirms the DfE will provide an additional £67m of DSG funding split over the years 2023/24 – 2028/29.

Cabinet noted that the funding will be used to offset the cumulative deficit which, by the point that the Council reaches balance is forecast to be £137.2m. Leaving £70.2m which the Council will need to contribute from other funds to completely remove the residual forecast deficit that is a requirement of the agreement.

Cllr Ian Thorn, Leader of the Liberal Democrat Group, acknowledged and welcomed the extensive consultation and recognised that this matter was not a consequence of actions undertaken by the Council. In response to a question about the level of confidence that the deficit will not return once it is written off, the Leader and Cllr Davies confirmed that they had a high level of confidence in the SEND Sustainability Plan, that was co-produced with partners with an understanding of the issues. With the right support from all involved and further reforms from Government, a balanced budget was expected although this was not guaranteed at this stage. It was noted that there is a need for continued engagement and co-design with stakeholders to enable the successful delivery of the Plan.

Resolved:

That Cabinet:

1) **Welcomes the agreement that was signed and returned to the DfE in line with the Cabinet decision on 12 March 2024.**

2) **Endorses the steps being taken to address the financial deficit in the High Needs Block.**

3) **Approves publication of the High Needs Block Sustainability Plan for Wiltshire which underpins the Safety Valve agreement.**

Reason for Decision:
This five-year agreement will shape the provision of SEND services in Wiltshire and will form a key part of the financial context for the authority. Cabinet will continue to be kept appraised of progress and public reporting is critical to ensure transparency of the programme and the Council's approach to it.

54   **Provision of Education for Learners who Require Alternative Provision**

Cllr Jane Davies, Cabinet Member for Adult Social care, SEND and Inclusion presented a report which outlined proposals to commission and external education provider, to provide high quality Ofsted registered Alternative Provision education for up to 50 Wiltshire young people with or without an Education Health Care Plan who are unable to attend mainstream or specialist schools for some or all of their education.

Cllr Davies explained that Wiltshire Council has a need for providing education for learners who require Alternative Provision and there is a significant shortage in Ofsted registered provision at a time where there is an increase in demand for places. A lack of Alternative Provision means that a higher number of pupils are suspended from school when Alternative Provision could be arranged for the learner at an earlier stage and prevent further escalation.

Cabinet were informed that for some children and young people with SEND the lack of Alternative Provision can lead to placements in high-cost independent special schools to meet their needs. To facilitate the provision of Alternative Provision it was noted that the Council's Asset Gateway and Capital Programme Board had approved the purchase of Calder House in October 2023 to be leased to a commissioned external provider to deliver Alternative Provision.

Cllr Ian Thorn, Leader of the Liberal Democrat Group, welcomed the proposals and commented on the potential need for future additional places. Cllr Davies confirmed that the Council is now able to predict future need more accurately and make suitable arrangements if necessary.

Cllr Gordon King, Deputy Leader of the Liberal Democrat Group, commented on the tender process. The Leader highlighted that there had been interest from a wide pool of specialist education providers and project officers were confident for the successful delivery of Alternative Provision.

Resolved:

1. **To authorise the award of a 5 plus 5-year contract to an external education provider, to provide high quality OFSTED registered AP education for up to 50 Wiltshire young people aged 11-16 with or without an EHCP who are unable to attend mainstream or specialist schools for some or all their education. This will include an annual review of the contract.**

2. **To approve that officers continue to undertake to prepare and complete the tender programme, award, and implement a new contract for the provision of OFSTED registered education by 31 July 2024, with a clear mobilisation period to support opening in Autumn 2024.**

3. **To delegate authority to approve and award a new contract and future extensions and all associated documents to the Corporate Director People, in consultation with the Cabinet Member for Adult Social Care, SEND and Inclusion.**

Reason for Decision:
To ensure children and young people who are unable to attend mainstream or specialist schools are provided with full-time equivalent education in an OFSTED registered Alternative Provision, tailored to their individual needs.
To ensure cost effective placements for children and young people within buildings owned by Wiltshire Council by leasing them to a provider at a peppercorn rent through a new contract.

55 **Household Support Fund 5 2024/25**

Cllr Ian Blair-Pilling, Cabinet Member for Public Health, Communities, Leisure and Libraries presented a report which provided an overview of the Household Support Fund 2024 (1 April 2024 - 30 September 2024), which Wiltshire Council has been allocated £2,728,656.41 from the Department for Work and Pensions (DWP).

Cllr Blair-Pilling reported that the Fund is being provided to support households who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs to help them with significantly rising living costs between 1 April 2024-30 September 2024. He explained that this was a whole Council approach and commented on how previous Housing Support funding had been distributed to support 25,000 households in Wiltshire, through 87 schemes administered by the Council and third sector partners. It was confirmed that support would now be provided for Traveller and Boater communities who were previously unable to apply for support.

Cllr Blair-Pilling offered to provide detailed information about how the support fund had been allocated for consideration by Overview and Scrutiny. Cllr Graham Wright, Chair of the Overview and Scrutiny Management Committee welcomed the opportunity for Overview and Scrutiny input.

Cllr Ian Thorn, Leader of the Liberal Democrat Group, welcomed the support being provided by the Fund. In response to a question about how to apply for funding, officers indicated that residents could apply for funding through an application process. They confirmed that a briefing about the Fund and application process had been held along with a press release. Details of how to apply for funding were available on a dedicated website page on the Wiltshire Council website, and through support from local libraries for residents unable to access the website.

Cllr Gordon King, Deputy Leader of the Liberal Democrat Group, suggested that a 'heat-map' of activity and support areas would be helpful for Overview and Scrutiny consideration in the future.

Resolved:

1. **Notes the content of the report;**

2. **Delegates the payment criteria of the grant to the Director, Finance and Procurement (S151 Officer), Corporate Director, People, and the Director, Public Health in consultation with the Cabinet Member for Public Health, Communities, Leisure, and Libraries.**

Reason for Decision:
To inform Members of the Household Support Fund allocation Wiltshire Council has been awarded by the Department for Work and Pensions.

56 **B4069 Lyneham Banks**

Cllr Nick Holder, Cabinet Member for Highways, Street Scene, and Flooding presented a report seeking the award of a contract for repairs to the B4069 at Lyneham Banks.

Cllr Holder commented in detail about the major land slip at Lyneham Banks in February 2022 resulting in the road being closed to traffic. He highlighted the potential reasons for the land slip and the options being considered to make repairs and re-open the road. Cabinet noted that tenders had been invited for the repair scheme and that detailed scoring and financial information on the bids received would be considered in the private part of the meeting.

Cllr Graham Wright, Chair of the Overview and Scrutiny Management Committee, provided an update on behalf of Cllr Jerry Kunkler, Chair of the Environment Select Committee, who received a briefing on 9 April 2024 along with Cllr Alison Bucknell and Cllr Elizabeth Threlfall whose divisions are affected by the closure of the B4069. The briefing provided an update on the current situation followed by a discussion of the options for addressing the landslip and repairing the road, the final preferred option and detail about the tender process. They thanked officers for the briefing and endorsed the approach being taken.

Cllr Ian Thorn, Leader of the Liberal Democrat Group, expressed his support for the works being proposed.

Cllr Alison Bucknell, Division Member for Lyneham thanked officers for their comprehensive report and transparency during the process and voiced her support for the proposals.

Resolved:

To note the content of the report and consider the appointment of the contractor detailed in the Part II report.

Reason for Decision:

1. *There is a need to repair the B4069 at Lyneham Banks which has been closed because of a major landslip,*

2. *The temporary road closure has caused significant disruption to road users, residents, and businesses, and the road should be reopened to traffic,*

3. *Various options have been considered and a retaining wall offers the best and most cost-effective means of stabilising the ground and reinstating the road,*

4. *The future stability of the road needs to be ensured by carrying out substantial works on land adjoining the road to ensure suitable drainage and to stabilise the ground and support the road.*

5. *A suitably experienced contractor is required to carry out the works and tenders have been returned and assessed and a preferred contractor has been identified.*

57   **Urgent Items**

There were no urgent items.

58   **Exclusion of the Press and Public**

It was,

Resolved:

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

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

59   **B4069 Lyneham Banks**

Cllr Nick Holder, Cabinet Member for Highways, Street Scene, and Flooding presented a report seeking the award of a contract for repairs to the B4069 at Lyneham Banks.

Cllr Holder, supported by a Highways officer commented in detail about the repair scheme, the detailed scoring and financial information on the bids received.

<u>Resolved:</u>

That the proposals detailed in the report be agreed.

Reason for decision:

i)   *There is a need for a specialist contract to be awarded to deliver the reinstatement of this important route.*

ii) *Following a procurement exercise in accordance with the 'Open Procedure', tenders were obtained and have been assessed in terms of price and quality.*

iii) *The most advantageous tenders for the Council, taking into account quality and price, should be accepted in accordance with the procurement procedures.*

iv) *There are robust processes in place to monitor the performance of the successful tenderer and supervise the construction of the scheme.*

(Duration of meeting: 10.00 - 11.45 am)

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

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

This page is intentionally left blank

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Corporate Performance and Risk Monitoring Report: Q4 2023/24**
Cabinet Member:	**Cllr Richard Clewer - Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, Tourism.**
Key Decision:	**Non Key**

Executive Summary

This report provides a quarter four update on performance against the stated missions in the Council's Business Plan 2022-32, and provides a summary of strategic risks that might impact on delivery of these missions.

Proposals

Cabinet is asked to note and agree:

1) Performance against the selected measures mapped to the Council's strategic priorities.

2) The Strategic Risk Summary.

Reason for Proposals

To provide Cabinet with a quarterly update on 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 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

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Corporate Performance and Risk Monitoring Report: Q4 2023/2024**
Cabinet Member:	**Cllr Richard Clewer - Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, Tourism.**
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. It provides measures of performance using data available at the end of Q4 and risks as they are at the time of the report's production: risks are not presented on a quarterly reporting cycle.

3. The Q4 2023/24 Corporate Scorecard is attached to the report as Appendix 1.

4. The Strategic Risk Summary is attached as Appendix 2.

Relevance to the Council's Business Plan

5. This report updates Cabinet on the performance against each of the stated missions contained in the Business Plan 2022-2032, as well as strategic risks that would impact the Council's ability to achieve these missions.

Background

6. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a corporate performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.

7. This framework was reviewed in January 2023, resulting in new measures being added and additional measures being reviewed, developed and improved.

8. These measures fall 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 Corporate Performance Scorecard includes each main measure alongside the most relevant supporting and basket indicators.

10. Performance measures and targets on the Scorecard are owned and reported by the service to which they relate, and they continue to be reviewed and challenged at Performance Outcome Boards (POBs) and Groups (POGs) to inform recommendations and drive improvements. This ensures they are most representative of performance against a mission and allows for advanced scrutiny.

Main Considerations for the Council

Performance

11. A new Central Performance Outcome Board met for the first time in April. The Central POB, chaired by the CEO, provides a new forum for monthly performance deep dives and exception reporting from existing POBs. It allows high-level scrutiny of current challenges to performance and areas of concern, as well as highlighting areas of strategic importance that are performing well.

12. Topics discussed at the Central POB included the robust use of data for forecasting and the impact of council activities on performance across a number of areas.

13. In March the Council hosted a very successful LG Challenge, coordinated by the Executive Office. Both the LGA and participants from other local authorities recognised the Council's data driven approach to its work, as well as highlighting how the Business Plan permeates through all that we do.

14. There have been no changes to the measures reported or how they are presented since the previous report in Q3 2023/24.

15. For consistency, prevention of volatility and ease of reading, wherever possible measures are reported as rolling averages or cumulative totals over the previous 12 months. We note that this may result in figures reported via the Scorecard differing from those reported internally in POBs, or externally via statutory returns. For some measures, the current position is more informative than a historic average taken over time. Where this is the case, it is indicated on the Scorecard.

16. The polarity is shown for each measure, indicating whether a better performance is an increase or a decrease in the figures presented. This allows the direction of travel arrows to be more easily interpreted for each measure.

17. Measures relating to the educational attainment gap, overall educational outcomes at key stage 4, and the percentage of schools rated good or outstanding by Ofsted continue to report both the overall figure as well as data specific to either maintained or academy schools. Caution should continue to be applied when making comparisons, particularly at the secondary level, as there are only four maintained secondary schools, and the academy data includes grammar schools. Academy trusts also sponsor vulnerable schools such as those that are judged inadequate or have been judged to require improvement at two consecutive inspections.

18. A list of facts and figures is provided at the end of the Scorecard. Whilst not all performance measures will map directly to these figures, they are intended to provide

context to the measures presented in the Scorecard. Additional information about Wiltshire and its residents is available at wiltshireintelligence.org.uk.

Corporate Performance Scorecard

We get the best start in life

19. No new data is available on the educational gap in phonics or at key stage 4, nor on educational outcomes at key stage 4, either overall or specific to SEND. The next update to these datasets is expected to be published in the autumn.

20. The percentage of EHCPs issued within 20 weeks on time with no exceptions continues to increase towards the target. Demand for EHCP assessments continues to be high in Wiltshire. There continues to be fluctuations in the monthly request rate but overall the upward trend in demand continues.

21. The percentage of schools that are Good or Outstanding has continued to increase with a steady improvement in performance. However, at 84% it remains below the current target of 90% - the national average - and is also slightly below the south west average of 87%.

22. We are currently at 97.63% of all registered Early Years provision in Wiltshire being graded at least Good by Ofsted. If we remove the school-based provision data we are showing that 98.68% of our nurseries, pre-schools and childminders are at least Good. Of those settings judged to be less than good, 72% are childminders. Overall, 98.68% of our nurseries and pre-schools are at least good and 97.59% of our Childminders are at least good.

We stay active

23. No new data is available for the percentage of children and adults who are physically active. The next update to these datasets is expected to be published in May 2024 ahead of the 2024/25 Q1 report.

24. The number of visits to council-run leisure centres continue to improve and at the end of Q4 are the highest they have been, exceeding 2017-18 figures. When compared to Q4 last year, there has been an increase of 10% on quarterly visits. When comparing against the full year the increase is a total of 11% on 2022/23.

25. Q4 visits to libraries exceed the target of 1.2m by 6.25%. At the end of Q4 library visits are up +26.3% April 2023–March 2024 compared to the same 12-month period last year and are at 82.8% of pre-pandemic levels, ahead of the national trend. This is an improvement on the pre-pandemic figures in Q3 when recovery had reached 77.6%. The increase from this financial year to last would have been higher however, maintenance work at Amesbury, Bradford-on-Avon, Marlborough and Wilton Libraries necessitated periods of closure so footfall reflects this. Work on improving visitor numbers continues and additional ideas will be considered as part of the Library Strategy programme to ensure visitor numbers reach pre-pandemic levels, as loans of stock did in December 2023.

26. The Woodland GAPS Team helps to facilitate the planting of trees by private landowners and community groups, through directing groups to funding, assisting with land searches, and grant application writing along with other support. The team can

also directly support community groups and schools with planting days where they need assistance with organisation. When the planting season came to an end in March 2024 we had a flurry of projects come to fruition, which has led to the uplift in woodland planting delivered to 68.18Ha in Q4. In addition to the schemes we have directly supported, we are also gathering data from partners to get the most accurate picture possible of tree planting across the county.

27. The percentage of people in their own homes 91 days after entering the reablement service shows the longer term affects of reablement and its ability to maintain and support people to remain in their own homes. Wiltshire Reablement performs well in this area which demonstrates the effectiveness and success in supporting longer term outcomes. The outcomes achieved are representative of the model of service, which offers the opportunity to rehabilitate under a therapy led programme - Wiltshire reablement is an inclusive service and does not apply a selective criteria.

We are safe

28. Note that the final Q4 figures for repeat referrals to Children's Services aren't available until late April (to allow for case recording). Performance for January and February continues to remain within our expected target range and demonstrates that our thresholds are consistently applied, and effective work is undertaken to achieve successful closure/step down out of statutory services.

29. The percentage of children in care fostered within local authority provision remained static at 42%. Note that the final Q4 figures are not available until late April (to allow for case recording). Performance improved slightly in the first 2 months of Q4. A placement sufficiency strategy and action plan is in place to reflect the need to increase this further in line with national sufficiency challenges.

30. The strong performance in the percentage of S42 outcomes met continues, remaining static at 96.8%, which is well within target range and on a positive trajectory following a decrease in Q1 earlier in the year.

31. There are still no adult social care providers currently rated inadequate in CQC inspections.

32. Number of working aged adults in residential care is a cumulative metric looks at the number of new admissions of younger adults to residential and nursing care homes. This measure includes admissions following a discharge from hospital, if the adult was in residential or nursing prior to hospital, this is still counted as a new admission. Over the last rolling year there has been a steady increase in the number of admissions. Some of the increase can be attributed to the introduction of the Moving on Service and younger adults in residential placements transitioning across from Childrens to Adult Services - the service started in August. We continue to consider alternatives as part of our transformation work, although we are aware that we have a shortage in accommodation options to support people in the community. A full review is being led by Commissioning to further understand changes seen in demand and mapping/planning for sufficient placements going forward.

33. Q4 has shown a rapid increase in the number of pothole reports. Additional resources have been deployed, which have arrested the drop in the percentage repaired. This has resulted in month on month increases in the percentage repaired for February (70.63%) and March (73.30%).

34. Road surfacing activities have progressed well. Surface dressing activities were completed before the winter period. Other surfacing has on occasion been delayed by the wet winter weather but the overall programme has been achieved.

35. The civilian speed enforcement team recently won a High Sheriffs award for their work on the county's roads, targeting driving offences and speeders, along with other Teams. Wiltshire Police have extended their Days of Action every month to include Community Action Initiatives (CAIs) with their Community Based Volunteers (CBVs). They look to carry out safety sweeps (previously known as weapons sweeps), reassurance patrols, conduct leaflet drops and take community surveys.

36. One of our two ASB Officers went on maternity leave during Q3. This has impacted negatively on the 60-day resolution performance. Fortunately, ASB complaints tend to reduce over Q3 and Q4 due to the colder weather. Steps are being taken to resolve resources through backfill.

We live well together

37. Note final Q4 figures for the percentage of looked after children placed more than 20 miles from home weren't available until late April (to allow for case recording). Performance in the first 2 months of Q4 is encouraging, especially given significant placement sufficiency challenges; this is very positive. For context, 39% of all those children and young people placed over 20 miles from home reside within Wiltshire. In the current climate this remains strong performance.

38. We continue to be ambitious and have recently stretched our target for the percentage of care experienced young people in suitable accommodation from 85-95%+ to 90-100%. Positively, performance in the first 2 months of Q4 is within this new target range. Full data for Q4 weren't available until late April (to allow for case recording).

39. Although more residents have been invited for an NHS Health Check during Q3 in comparison to Q3 2022/23 and Q2 of this year 2023/24, the uptake percentage for those receiving an NHS Health Check is broadly similar to the same comparator periods. Ideally this figure should be higher. We are therefore working with the Chippenham, Corsham and Box Primary Care Network (CCB PCN) to increase the uptake rate of men receiving an NHS Health Check, by working with a marketing company to do targeted Facebook ads that will run from 1st-30th April. We will be able to see in the Q1 data for 2024/25 whether this campaign has had an impact.

40. The smoking quit rate has increased in Q3, the most recent quarter for which data is available, and is now the highest it has been for 2 years. However, as fewer people are setting a quit, we are seeing fewer people achieving a 4 week quit date. The current smoking population are therefore going to be our most hardened smokers, so the Q3 quit rate is very positive and reassuring. Additional smokefree grant money is being given to Local Authorities from April 2024 to increase the number of set quit dates set, the funding will be going towards increasing capacity within Primary Care to support this and meeting the nationally set targets for this funding.

We ensure decisions are evidence-based

41. Turnout was down in the recent Westbury neighbourhood plan referendum and reasons for this are currently being explored. The number of referendums taking place

over the past year has reduced as central government funding for support was not available between April and July 2023.

42. A domain issue with Mailchimp during March resulted in some emails not reaching inboxes. This error resulted in lower open rates for March. However, performance remains strong compared to the national average open rate for government e-newsletters (28.8%) and the average open rate for all e-newsletters (21.3%). Open rates for Q4 remain above target.

We have the right housing

43. Numbers of affordable houses delivered for Q4 are down previous quarters and the historic levels due to overall downturn in the market. This is impacting delivery from housebuilders.

44. We have seen a very small increase (less than 1%) in the total number of households on the housing register, rising to 3,948 households. Compared nationally this is a big achievement as the demand for social housing remains high. We continue to review old applications and this will be a focus again this year to ensure the data remains as up to date and accurate as possible.

45. The number of households in temporary accommodation has further reduced from 131 last quarter to 125 at the end of Q4. This year we have had a real focus on trying to reduce the total number of households in temporary accommodation following a peak of 184 in May 2023. This has been a huge success with a significant reduction in numbers when demand continues to increase.

46. Performance for the determination of major planning applications has significantly improved for 2023-24, compared to the previous two years and is consistently above the statutory 60% target. The number of Major applications received in Q4 2023-24 is almost double the number received the previous quarter, and has increased overall in 2023-24 compared to the previous year.

47. Performance for the determination of non-major planning applications is steadily improving each quarter and is consistently above the statutory 70% target. The leap in performance (quarterly rather than averaged) from 84% in Q1 2023/34 to 92% in Q2 2023/24, 93% in Q3 2023/24 and 94% in Q4 2023/24 shows that good progress has been made consistently over the last four quarters.

We have the right skills to prosper

48. Wiltshire's claimant rate for the working age population of 2.2% is consistently lower than the national average at 3.9% and the South West at 2.7%. This is a slight increase on the previous quarter that reflects a steady increase in the numeric value over the last few quarters from 6050 at the end of Q2 2023/24 to 6190 for Q3 2023/24 and 6815 for Q4 2023/24.

49. Wiltshire's youth claimant rate is 3.4%, compared to 3.% across the South West and 5.2% nationally. There is a slight increase on the previous months across all regions. The numeric value for this measure is 1,200.

50. Note that data for the percentage of 16-17-year-olds who are NEET for January and February is provisional as the data has not yet been validated by the DfE. The

increase is expected at this point in the year (as for national and individual LAs) as our rate of "Unknowns" decreases and we identify those in EET and NEET. Nationally we perform well - our "Unknown" rate is 0.5% in February compared to a national rate of 1.6%. Our NEET rate for February is 2.6% compared to national rate of 3.3%. Performance remains within the expected range.

51. Performance for the percentage of care-experienced 16-17 year olds who are EET this quarter remains below the target range. There is a care experienced steering group held monthly, which is proactively supporting the care experienced young people who are NEET. It's important to note that some young people may be unable to be in EET due to their physical/mental health. A full breakdown of exceptions in Q3 will be provided to the relevant Performance Outcome Board.

52. No new data has been published for gross weekly pay, regional GVA, Level 4 Skills or Gross Disposable Household Income since the previous scorecard reported in 2023/24 Q3. An annual update to the GVA data is expected to be available ahead of the 2024/25 Q1 report, with an update to the Gross Disposable Household Income expected ahead of the Q2 report.

We have vibrant and well-connected communities

53. Bus passenger numbers continue to increase across Wiltshire in line with national trends and remain well above the current target.

54. No new data on the number of rail journeys has been published since the previous scorecard reported in 2023/24 Q3. The next update to this dataset is expected to be published in December 2024 and will be included in the 2024/25 Q3 report.

55. The percentage of gigabit broadband coverage continues to increase and is now at 68.5%. The publicly funded programme is due to begin later this year but private sector build is increasing incrementally.

56. No new data on the percentage of 4G mobile phone coverage from all providers has been published since the previous scorecard reported in 2023/24 Q3. The issue reported in and around Potterne has now been resolved, but may not be reflected in the data until it is next updated, which is expected to be in September 2024.

57. The number of car park transactions continues to increase. There has been a communication strategy promoting the use of MiPermit the parking app and allowing more flexibility in the way parking stays are paid. This allows parking times to be extended and more transactions. An average of over 20,000 new accounts a month in Mipermit are being recorded. This combined with the increased tourist and visitor use is increasing parking stay transactions. The usage is being monitored to ensure its longevity.

58. Income from pay and display car parks has continued to increase to an average of £657,333 over the 12 months to February. There has been a communication strategy promoting season tickets and with the return to the workplace the income from season tickets has increased when comparing the figures from the same period 12 months ago. The success of the Mipermit App and flexible payments for pay and display car parks is encouraging parking stays. The pay and display income is also linked to the increased tourist and visitor use, and the stay-cation, increasing parking stays. The usage is being monitored to ensure its longevity.

We take responsibility for the environment

59. More household waste tonnage has been managed during 2023/24 (with data to the end of February 2024) compared to the previous year. Consistent increases each quarter mean this trend is expected to continue to year end. There has been a notable increase in garden waste collected compared to 2022/23.

60. The household waste recycling rate has improved by 2.7% compared with Q4 2022/23 (with data to the end of February 2024), though the in-year recycling rate typically declines in this period as seasonal garden waste tonnage reduces. Tonnage of garden waste for composting has increased by 20.8% compared to the same period in 2022/23. The service also continues to actively promote the "Recycling - Let's sort it" campaign and has rolled out bag-sorting stations at all 10 Household Recycling Centres during Q3 - both activities aimed at increasing recycling.

61. The Waste Recovery rate has reduced compared with Q4 2022/23 (with data to the end of February 2024) but has seen a very modest in-year improvement compared with Q3. This in-year improvement reflects a trial to shred bulky residual waste from Household Recycling Centres to make this suitable for Lakeside Energy from Waste (EfW). It is important to review the Waste Recovery Rate alongside the Recycling Rate, as both factors contribute to the overall diversion of waste from landfill. Any changes in the quantity of waste sent for recovery will influence the percentage of recycling rate, and vice versa.

62. Performance in residual household waste sent to landfill has seen an improvement of 1.1% compared with Q4 2022/23 (with data to the end of February), which reflects the trial to shred bulky residual waste from Household Recycling Centres (HRCs) and redirecting this to an energy from waste facility during November and December 2023.

63. Numbers of fly tipping reports for Q4 are up 27% on Q3 2023/24 but are down 17% on Q4 2022/23. However, only 4% of reports have contained evidence during Q4. Of these, 81% of reports with evidence have resulted in formal actions being taken within the month of reporting. Despite the increase in enforcement resources and enforcement actions, during times of lower economic activity fly tipping reports are likely to increase as waste producers seek to reduce their waste disposal costs. Fly tip enforcement actions are up 6% over 2023/24 when compared to 2022/23.

We are on the path to carbon neutral (net zero)

64. The data for Wiltshire's greenhouse gas emissions is based on calendar rather than financial years, with the most recent data published in June 2023 for data up to December 2021. The next dataset is due to be published by the government June 2024. This indicator includes greenhouse gases (methane and nitrous oxide) and not just carbon dioxide. Use of this wider dataset will align with the Anthesis Pathways report, the recommendations of which were for all greenhouse gas emissions. Prior to Q1 2023 only CO_2 was reported. The measure description was amended and all data (including historic) now shows emissions of these three greenhouse gases for consistency. As a result, the total figure is larger than in previous reports prior to Q1 2023. This data for Wiltshire's greenhouse gas emissions until the end of 2021 shows the rebound effect as the county recovered from Covid related lockdowns. 2019 is therefore a more meaningful comparator than 2021. Between 2020 and 2021, greenhouse gas emissions increased in 358 out of the 374 local authorities in the UK (96%). This is consistent with the increase in overall UK emissions in 2021, which

increased by 5% largely due to COVID-19 restrictions easing and colder temperatures increasing the use of heating in buildings.

65. No new data for Wiltshire Council's carbon emissions has been published since the last scorecard reported in 2023/24 Q3.

66. The most recent data for renewable energy capacity is from December 2022, published in September 2023, which includes revisions to data from previous years due to updates from suppliers or more up to date information becoming available. The most recent data shows a slight increase in capacity in 2022 compared to the previous year. There is 705MW capacity of renewable energy projects with planning approval, and more in the pipeline. However, such projects take many years to achieve approval and construction.

67. Carbon literacy training continues, with a focus on Directors and Councillors during Q3 and Q4. The training rate has slowed due to conflicting work demands across the organisation. There is a high risk that we will not achieve Silver award (over 800 staff accredited) by the end of 2025. It remains a challenge and needs ongoing commitment and support by senior managers to facilitate staff being trained implementing their pledges.

68. No new data on the percentage of energy performance certificates (EPC) at levels A-C has been published since the previous scorecard reported in 2023/24 Q3. The next update to this dataset is expected to be published later in the year.

69. The number of public electric vehicle charging points has previously been tracked annually, however data is available more frequently and chargepoints are being installed all the time. Therefore, we have moved to tracking data quarterly, and comparing against the South West average at each report. The number of EV chargepoints continues to increase, but the previous good progress remains behind the South West benchmark, which was at 63 per 100,000 population this quarter (Wiltshire is 59 per 100,000).

Risk

70. 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.

71. Included 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. An explanation of the makeup of the Strategic Risk Register can be found in Appendix 2.

72. Risks are identified, defined, reviewed, and managed in service areas.

73. There are 185 risks currently identified and scored in the corporate risk management process at the time of print, not including the national risks that are managed by the Local Resilience Forum. This has reduced since the last report in Q3 2023/24 as a number of risks have been de-escalated to service level risk registers. The Strategic Risk Register is made up of those risks that have either a potential impact on the wider council, or are the responsibility of the wider council to mitigate.

74. Staff recruitment and retention still remains in place as an issue. This continues to be actively monitored and managed to reduce the impact, so that the Council continues to deliver the best service possible for Wiltshire's residents.

75. As the current CPI rate of inflation has again dropped to 3.2%, this issue has been de-escalated to a strategic risk for ongoing monitoring and mitigation.

76. The strategic risk about the cost of SEND provision exceeding the High Needs Block of the Dedicated Schools Grant has been escalated to an issue. The Council was invited to take part in the DfE's Safety Valve programme in July 2023 due to the cumulative deficit in the High Needs Budget from DSG. Following consultation with stakeholders, including parent/carers, the Council's Safety Valve management plan was approved by the DfE in March 2024, with funding of £67m from 2023/24 to 2028/29. The Safety Valve (SEND transformation) funding will be paid in six tranches and, should the agreed actions prevent costs escalating, the cumulative deficit would be reduced to £70m by 2028/29. The Council's intention is that this remaining deficit will be met by the Council's own high needs earmarked reserve. However, if the statutory override is removed by government in 2025/26 then this reserve would not be sufficient to meet the projected HNB DSG deficit at that point in time (£92.9m).

77. The Council's teams continue to work to mitigate the impact of these issues and will do so until they are no longer having a direct impact on delivery of services.

78. The emerging risk added during Q3 2022/23 remains, reflecting the potential for additional service pressures in upcoming quarters. These come because of other agencies – with whom the Council has a dependency or interaction – experiencing their own difficulties, such as an increase in demand to their own services or unforeseen workforce challenges.

79. As ever, these continue to be actively monitored and managed to reduce impact, with the Council supporting its partners to deliver the best service they can for Wiltshire's residents.

80. Officers are meeting regularly with the Internal Audit to review progress against the agreed action plan, which was reported to November's Audit and Governance Committee meeting. Work is progressing well on outstanding actions, which are due to be completed on schedule.

81. A new Strategic Risk Working Group met in late April. The group, chaired by the Director of Legal and Governance, includes Directors and officers representing each of the three corporate directorates, as well as members of the Executive Office. The group is tasked with overseeing regular policy reviews and implementation of the Internal Audit Action Plan, as well as ensuring that strategic risks remain relevant and are regularly updated.

Future Developments

82. A new Risk Management Policy has been developed and is being reported to May's Cabinet meeting. The new Risk Management Policy incorporates best practice from across the sector and aligns the Council's risk management processes with external partners and other local authorities. The new Risk Management Policy strengthens the Council's approach to managing risks that might impact the Council's ability to deliver

services and achieve its strategic aims. If approved, implementation of the policy will result in changes to how risks are scored and reported.

83. The new Risk Management Policy includes a new 5x5 matrix for scoring risks, replacing the current 4x4 matrix, which allows for more granular assessments of risk likelihood and impact. The Policy also provides five new levels of risk appetite and 12 new risk categories, to better articulate how much risk the council is willing to tolerate for a particular type of risk.

84. The new Risk Management Policy provides new criteria for escalating risks between different tiers of risk register, as well as new criteria for reporting risk. As a result, in addition to the strategic risks reported quarterly to Cabinet, Appendix 2 to the Performance and Risk Monitoring Report will in future also include exception reporting of corporate risks, where these exceed their appetite, remain very high despite implementation of mitigating controls, or have rapidly increased in their risk score since the previous report. This will allow more transparent strategic oversight of the Council's current risk profile.

85. The Risk Management Policy has been subject to an extensive consultation with key officers from across the Council, as well as with the SWAP Internal Audit team and the Corporate Governance Group. In February, Councillors on the Audit and Governance Committee had the opportunity to comment on an earlier draft. Briefings have also been given to both the chairs of the Audit and Governance Committee and the Overview and Scrutiny Management Committees, and to Councillors sitting on the Housing Board.

86. Oflog has published its draft Corporate Plan for 2024 to 2027, setting out how it will deliver the strategic objectives set out in its remit. The Corporate Plan was open for consultation, to which Wiltshire Council submitted a response. Feedback from officers requested further clarification on the relationship with regulators and other organisations such as CIPFA and the LGA, as well as on how financial stability will be assessed and the role of the proposed Productivity Plans. Feedback also questioned Oflog's reliance on contributions of expertise from local authorities and the risks should this capacity not be available. Officers also highlighted the need for central government action to ensure consistent standards in metrics, as well the need for an independent advisory board.

87. The Bath & NE Somerset, Swindon and Wiltshire (BSW) [Integrated Care Strategy (ICS) includes a local implementation plan for Wiltshire](), which is aligned to the overarching commitments in Wiltshire's Joint Local Health and Wellbeing Strategy. Wiltshire's Integrated Care Alliance (ICA) and its associated sub-groups is delivering on these commitments and [monitoring arrangements for reporting to the Health and Wellbeing Board]() have been proposed in a paper to the Health and Wellbeing Board The first annual report against these is expected shortly.

Safeguarding Implications

88. There are no direct safeguarding implications arising from the report. However, performance for a number of key metrics relating to the safeguarding of children and adults is reported, allowing for strategic oversight of safeguarding considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Public Health Implications

89. There are no direct public health implications arising from this report. However, performance for a number of key public health metrics is reported, allowing for strategic oversight of public health considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Procurement Implications

90. There are no procurement implications arising from this report as it is for information only and no decision is required.

Equalities Impact of the Proposal

91. There are no equalities implications arising from this report as it is for information only and no decision is required.

Environmental and Climate Change Considerations

92. There are no direct environmental implications arising from this report. However, performance for a number of key environment metrics is reported, as are two climate-related risks, allowing for strategic oversight of environmental and climate change considerations. Action is taken where improvements in performance are required, or where risks increase or new risks present.

Workforce Implications

93. There are no direct workforce implications arising from this report. However, it should be noted that recruitment and retention of staff remains a live issue for the Council, as well as for the wider sector, and that active management is underway.

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

94. This is not applicable as the report is for information only and no decision is required.

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

95. This is not applicable as the report is for information only and no decision is required.

Financial Implications

96. There are no direct financial implications arising from this report as it is for information only and no decision is required.

Legal Implications

97. There are no direct legal implications arising from this report as it is for information only and no decision is required.

Overview and Scrutiny Engagement

98. The Overview and Scrutiny Management Committee (OSMC) are due to consider this report and associated appendices in their meeting on 29 May.

99. At their meeting on 12 February 2024, the Committee asked a number of questions relating to measures on the 2023/24 Q3 Corporate Performance Scorecard. Full details of responses from officers is provided in the minutes of the meeting. A summary is provided below.

100. The Committee asked for reassurance that work to reduce the disadvantaged performance gaps was being resourced sufficiently. It was reported that all schools, both maintained and academies, have had the opportunity to attend a Disadvantaged Learners Conference in the Autumn term, which was followed by a series of Network events to provide practical support to leaders and practitioners, focused on academic performance as well as health, wellbeing and attendance. 12 schools have engaged with IPPOP, a targeted programme of Disadvantaged Learner support that looks at systems and processes in schools with the greatest gap. The Committee was reassured that this is a strategic priority of the Wiltshire Learning Alliance as an area of focused improvement.

101. The Committee asked whether the percentage of EHCPs issued on time not moving at the expected pace would impact the Safety Valve plan. The Committee was reassured that the metric was not out of line with expectations, and that although EHCP numbers had increased over the past year, they were broadly in line with the unmitigated forecast on which Safety Valve was based.

102. The Committee noted the lack of resource in the Antisocial Behaviour team and asked whether alternative ways to cover maternity leave were being explored. The Committee were informed that a combination of maternity leave and a secondment within the team was having a significant impact on the resources available to deal with antisocial behaviour complaints. However, a temporary ASB officer had recently been advertised, resulting in a number of applicants, the Council continues to work closely with Wiltshire Police, housing providers, and the Office of the Police and Crime Commissioner to identify which agency is best placed to deal with an issue.

103. The Committee asked how long care experienced young people were in unsuitable accommodation for and whether this was the result of a lack of capacity. A breakdown of the current accommodation for the 12 young people represented by this measure was provided and it was noted that the length of time young people remained in unsuitable accommodation varied according to their circumstances and choices. The Committee was reassured that a multi-agency approach was adopted to provide a safe and supportive pathway for care experienced young people to independent living.

104. The Committee asked what percentage of planning applications have an agreed extension, and whether that percentage was increasing. The Committee was provided with data for the past three years, which showed that whilst the percentage of extensions on major applications had increased steadily, the same was not true of non-major applications, despite officers more recently being encouraged to agree extensions.

105. Physical activity of children was discussed, and the Committee asked what the Council was doing to combat childhood obesity. The importance of leisure centres was noted,

as well as the targeting of work towards those at the lower end of the financial scale, with the FUEL programme and Street Tag both cited.

106. The Committee questioned whether repeat referrals to Repeat referrals to children's services was increasing. It was highlighted that rates in Wiltshire were low in comparison to other areas over the longer-term and that thresholds would continually be reviewed.

107. The Committee asked for further information regarding Carbon Literacy training, and noted that success will be measured by accreditation, with the Council currently having a bronze status. 117 officers have now completed the training, of the required 750 trained officers required to achieve silver accreditation.

108. The Committee raised a point about the variety of adapters required in order to use new public vehicle charging points. It was noted that this was due to contractual reasons.

109. The Committee asked for clarity on when the most potholes were reported, and learnt that generally this tends to be higher in the spring compared to the winter, with 4,935 potholes reported in April 2023 compared to 1,943 in December 2023.

110. Clarity was also sought as to who provides scrutiny for service level risk registers. It was noted that risks are discussed at POBs, with the potential for anything arising at these Boards to be taken to the relevant select committee.

Options Considered

111. There are no options to consider as the report is for information only and no decision is required.

Conclusions

112. This report brings together the expanded list of corporate performance indicators and supplementary commentary to provide further context around the Council's activities in these areas, as well as risks that may prevent the Council from achieving its strategic ambitions.

Perry Holmes
Director, Legal and Governance

Report Author:
Martin Nicholls, Head of Executive Office, martin.nicholls@wiltshire.gov.uk.
Catherine Pink, Corporate Support Manager, catherine.pink@wiltshire.gov.uk

Appendices
Appendix 1 – Performance Scorecard 2023/24 Q4.
Appendix 2 – Strategic Risk Summary

Background Papers

Corporate Performance and Risk Policy, February 2019.

This page is intentionally left blank

Wiltshire Council Performance Scorecard - 2023/24 Quarter Four

Of the 58 indicators on this scorecard 46 (79%) were ranked as either positive or neutral in terms of improved performance.

Arrows show the direction of travel. Blue indicates a measure is at or better than target or within a target range. Grey indicates a measure is slightly outside the target but heading the correct direction, or is likely to be on target by the stated deadline. Red is substantially worse than target. The graph to the right summarises how many measures fall into each category.

All measures show a rolling 12-month average or cumulative total, unless stated, with most recent figures presented even though these may not represent a full quarter.

Figures for the previous two quarters or years may have been updated since first reported to incorporate new or updated data.

11	19	27
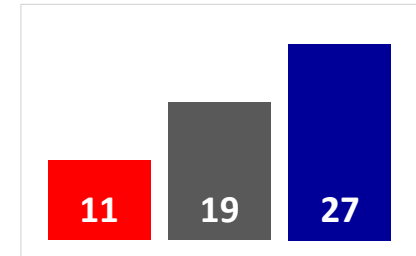
Gold shaded measures are main indicators	Unshaded indicators support a main indicator	Grey shaded indicators are selected from a basket of possible measures - the name of that basket appears above the measures

Page 29

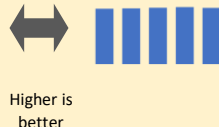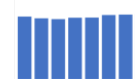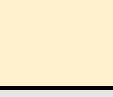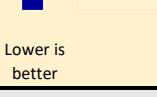| Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We Get the Best Start in Life									
Educational Gap: Phonics (The percentage point gap at Year 1 between pupils receiving the pupil premium and their non-disadvantaged peers - achieving phonics. The gap specific to maintained and academy schools is also provided.) Source: Nexus	Below national benchmark (16.6%) by August 2025	23%	21%	**23.7%** **23% maintained** **24% academy**	Aug-23	annual - academic year	⬆ Lower is better		The published data that we have received indicates that the phonics gap has increased to 23.7% and is above the National Gap. This remains a priority area for improvement aligned with the disadvantaged strategy. There is not a significant difference in terms of the disadvantaged gap between maintained schools and academies, and the gap remains an area of focus for both types of school.
Educational Gap: KS4 (The percentage point gap between pupils receiving pupil premium and their non-disadvantaged peers - achieving 5+ in English and Maths at KS4) Source: Gov.uk Explore Education Statistics	Below national benchmark (27.0%) by August 2025	31.7%	32.2%	**32.6%** **23.5% maintained** **38.4% academy**	Aug-23	annual - academic year	⬆ Lower is better		The target is to reduce the gap to be in line with national at 27% by August 2025. The strategy is to continue the positive trajectory of maintained school outcomes in all areas, accelerate outcomes in academies to address the gap and to extend our reach to schools and secure wider engagement. Factors contributing to outcomes in maintained schools include the 3 year systematic, structured SIA programme, responsive strategy, CPD, significant partnerships and collaborations and a tiered approach. The gap is not as large in the maintained schools, but there is a caution in that only 4 schools are maintained in then Secondary sector. The performance though is encouraging. The gap is wider with academies but even within this, there is variance between Trusts and within Trusts. Academies have engaged in the Affordable School Strategy and through the Wiltshire Learning Alliance this year. Performance for 20/21 and 21/22 is not comparable as assessments were completed differently during Covid.

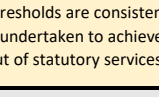| Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Overall educational outcomes: KS4 (Educational attainment for ALL pupils - Percentage achieving grade 5+ in BOTH English & Maths ('Basics') at KS4) Source: Gov.uk Explore Education Statistics	Between 48% and 50%	52.5%	48.6%	**44.8%** **31.7% maintained** **46.6% academy**	Aug-23	annual - academic year	Higher is better		Wiltshire performance for 2023 was 44.8%, which is a slight decrease from 2022 at 48.6%. The national level for 2023 was 45.3%. Caution should be taken when looking at the performance of maintained schools against academy given the number of schools that are maintained is significantly smaller. Please note that the academy data includes the grammar school sector, which makes comparisons in KS4 slightly nuanced. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
Educational outcomes specific to SEND: KS4 (Educational attainment for SEND pupils with an EHCP - Percentage achieving grade 5+ in BOTH English & Maths ('Basics') at KS4) Source: Gov.uk Explore Education Statistics	Between 8.5% and 10.5%	6.6%	9.9%	**8.0%** **6.6% maintained** **8.6% academy**	Aug-23	annual - academic year	Higher is better		The national level for 2023 was 6.6%. Caution should be taken given the low numbers of SEND pupils in the four maintained schools. The overall performance of SEND pupils in academies is a positive in terms of performance outcomes and correlates with the overall profile across the whole sector. Performance for 2020/21 and 2021/22 is not comparable as assessments were completed differently during Covid.
Percentage of EHCPs issued within 20 weeks on time with no exceptions Source: Wiltshire Council	Above 40%	25.4%	26.0%	**26.3%**	Mar-24	average over last 12 months	Higher is better		Demand for assessments continues to be high in Wiltshire. There continues to be fluctuations in the monthly request rate but overall the upward trend in demand continues.
Percentage of schools rated good or outstanding by Ofsted (Includes primary, secondary and specialist schools) Source: Ofsted via Perspective Lite database	Above national average (90%)	81.5%	83.3%	**84.0%**	Mar-24	current position	Higher is better		The percentage of schools that are Good or Outstanding has continued to increase with a steady improvement in performance. However, at 84% it remains below the current target of 90% - the national average - and is also slightly below the south west average of 87%.
Percentage of early years settings rated good or outstanding by Ofsted Source: Ofsted via LATE and FID databases	Above 98%	97.69%	97.65%	**97.63%**	Mar-24	current position	Higher is better		We are currently at 97.63% of all registered Early Years provision in Wiltshire being graded at least Good by Ofsted. If we remove the school-based provision data we are showing that 98.68% of our nurseries, pre-schools and childminders are at least Good. Of those settings judged to be less than good, 72% are childminders. Overall, 98.68% of our nurseries and pre-schools are at least good and 97.59% of our Childminders are at least good.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We Stay Active									
Percentage of Children who are Physically Active Source: Active Lives Children and Young People Survey, Sports England	Above 60% over course of Business Plan	50.5%	53.7%	**47.8%**	Sep-22	annual figures	Higher is better		The trend shows the last five financial years. The slight drop in children's physical activity in 2021/22 is currently a single data point drop. It is too early to tell if this is a trend or a one-off change in what was an increasing measure and an area where Wiltshire historically has been either close to or above the South West and England averages.
Percentage of Adults who are Physically Active Source: Sports England Active Lives Survey	Above 75% over course of Business Plan	72.1%	72.9%	**71.9%**	Nov-22	annual figures	Higher is better		The trend shows the last five financial years. This data is based on subjective survey responses. There had been small improvements in each of the last three years put the activity levels in adults in Wiltshire above the national (65.9%) and regional (70.5%) average. Wiltshire figures are not quite on target but trend is indicating it is on track to be achieved.
Number of visits to Council-run leisure centres Total monthly visits based on membership card swipes and walk-in payments. Excludes other visitors. Source: Wiltshire Council	1,698,601 per year	1,706,193	1,748,172	**1,792,494**	Mar-24	cumulative total over last 12 months	Higher is better		Figures continue to improve and at the end of Q4 are the highest they have been, exceeding 2017-18 figures. When compared to Q4 last year, there has been an increase of 10% on quarterly visits. When comparing against the full year the increase is a total of 11% on 2022/23.
Number of library visits (Cumulative total over 12 months) Source: Wiltshire Council	1,200,000 per year	1,166,368	1,226,454	**1,275,000**	Mar-24	cumulative total over last 12 months	Higher is better		Q4 visits exceed the target of 1.2m by 6.25%. At the end of Q4 library visits are up +26.3% April 2023–March 2024 compared to the same 12-month period last year and are at 82.8% of pre-pandemic levels, ahead of the national trend. This is an improvement on the pre-pandemic figures in Q3 when recovery had reached 77.6%. The increase from this financial year to last would have been higher however, maintenance work at Amesbury, Bradford-on-Avon, Marlborough and Wilton Libraries necessitated periods of closure so footfall reflects this. Work on improving visitor numbers continues and additional ideas will be considered as part of the Library Strategy programme to ensure visitor numbers reach pre-pandemic levels, as loans of stock did in December 2023.

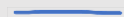|	Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
	Number of hectares of new tree/woodland planting that is publicly accessible (Either permissible access rights or a PRoW running through the new woodland area). Source: Wiltshire Council	111 hectares for 2023/24	0.03		**68.18**	Mar-24	cumulative total over last 12 months	Higher is better		The Woodland GAPS Team helps to facilitate the planting of trees by private landowners and community groups, through directing groups to funding, assisting with land searches, and grant application writing along with other support. The team can also directly support community groups and schools with planting days where they need assistance with organisation. When the planting season came to an end in March 2024 we had a flurry of projects come to fruition, which has led to the uplift in woodland planting delivered to 68.18Ha in Q4. In addition to the schemes we have directly supported, we are also gathering data from partners to get the most accurate picture possible of tree planting across the county.
	Percentage of people in their own homes 91 days after entering the reablement service Source: Wiltshire Council	Between 80% and 90%	81.94%	82.51%	**83.80%**	Mar-24	average over last 12 months	⬆ Higher is better		The outcome at 91 days shows the longer term affects of reablement and its ability to maintain and support people to remain in their own homes. Wiltshire Reablement performs well in this area which demonstrates the effectiveness and success in supporting longer term outcomes. The outcomes achieved are representative of the model of service, which offers the opportunity to rehabilitate under a therapy led programme - Wiltshire reablement is an inclusive service and does not apply a selective criteria.
**We are Safe**									
	Repeat referrals to Children's Services (% referrals within 12 months of previous referral) Source: Wiltshire Council	Between 14% and 20%	16.4%	17.4%	**17.9%**	Feb-24	average over last 12 months	⬆ Lower is better		Note that the final Q4 figures weren't available until late April (to allow for case recording). Performance for January and February continues to remain within our expected target range and demonstrates that our thresholds are consistently applied, and effective work is undertaken to achieve successful closure/step down out of statutory services.
	Percentage of children in care fostered within Local Authority provision (Excludes Connected Carers) Source: Wiltshire Council	Between 42% and 48%	42%	42%	**42%**	Feb-24	average over last 12 months	⬌ Higher is better		Note that the final Q4 figures weren't available until late April (to allow for case recording). Performance improved slightly in the first 2 months of Q4. A placement sufficiency strategy and action plan is in place to reflect the need to increase this further in line with national sufficiency challenges.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Adult Safeguarding									
Percentage of S42 Outcomes Met (% of statutory enquiries into possible abuse or neglect [section 42] in which set outcomes were met) Source: Wiltshire Council	Between 95% and 100%	96.5%	96.8%	**96.8%**	Mar-24	average over last 12 months	Higher is better		Strong performance continues, which is well within target range and on a positive trajectory following a decrease in Q1 earlier in the year.
Number of adult social care providers currently rated inadequate in CQC Inspections Source: Care Quality Commission	0 (no inadequate providers)	0	0	**0**	Mar-24	current position	Lower is better		There are no care homes in Wiltshire currently rated by the CQC as Inadequate.
Number of working-aged adults in residential care (Long-term support needs of younger adults aged 18-64 met by admission to residential and nursing care homes, per 100,000 population - ASCOF) Source: Wiltshire Council	Between 12 and 15	21.5	25.5	**24.5**	Mar-24	average over last 12 months	Lower is better		This cumulative metric looks at the number of new admissions of younger adults to residential and nursing care homes. This measure includes admissions following a discharge from hospital, if the adult was in residential or nursing prior to hospital, this is still counted as a new admission. Over the last rolling year there has been a steady increase in the number of admissions. Some of the increase can be attributed to the introduction of the Moving on Service and younger adults in residential placements transitioning across from Childrens to Adult Services - the service started in August. We continue to consider alternatives as part of our transformation work, although we are aware that we have a shortage in accommodation options to support people in the community. A full review is being led by Commissioning to further understand changes seen in demand and mapping/planning for sufficient placements going forward.
Road Safety									
Percentage of reported P1 potholes repaired within 24 hours (Does not include "Find & Fix". Numbers below percentages are the average number reported over the previous 12 months) Source: Wiltshire Council	95% or over	73.85% 1,595	73.05% 1,784	**73.30%** **2,228**	Mar-24	average over last 12 months	Higher is better		Q4 has shown a rapid increase in the number of pothole reports. Additional resources have been deployed, which have arrested the drop in the percentage repaired. This has resulted in month on month increases in the percentage repaired for February (70.63%) and March (73.30%).
Percentage of roads scheduled for treatment that have been resurfaced (Based on roads identified in the 12-month plan. Numbers below percentages are the total miles resurfaced over the previous 12 months) Source: Wiltshire Council	100% of roads identified in the 12-month plan (113.9 miles)	84.83% 96.74	92.37% 105.20	**103.64%** **118.04**	Mar-24	cumulative total over last 12 months	Higher is better		Surfacing activities have progressed well. Surface dressing activities were completed before the winter period. Other surfacing has on occasion been delayed by the wet winter weather but the overall programme has been achieved.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of cars found speeding by Community Speedwatch Teams Source: Wiltshire Police		3.97%	3.84%	**3.90%**	Mar-24	average over last 12 months	Lower is better		The civilian speed enforcement team recently won a High Sheriffs award for their work on the county's roads, targeting driving offences and speeders, along with other Teams. Wiltshire Police have extended their Days of Action every month to include Community Action Initiatives (CAIs) with their Community Based Volunteers (CBVs). They look to carry out safety sweeps (previously known as weapons sweeps), reassurance patrols, conduct leaflet drops and take community surveys.

Public Protection

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of reported antisocial behaviour cases resolved within 60 days Source: Wiltshire Council	90% or over	93%	79%	**57%**	Dec-23	current position with a 2-month lag	Higher is better		One of our two ASB Officers went on maternity leave during Q3. This has impacted negatively on the 60-day resolution performance. Fortunately, ASB complaints tend to reduce over Q3 and Q4 due to the colder weather. Steps are being taken to resolve resources through backfill.

We Live Well Together

Stability for Looked after Children

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Percentage of Looked After Children Placed more than 20 Miles from Home (Excludes unaccompanied asylum seeker children) Source: Wiltshire Council	Between 34% and 37%	39%	39%	**37%**	Feb-24	average over last 12 months	Lower is better		Note final Q4 figures weren't available until late April (to allow for case recording). Performance in the first 2 months of Q4 is encouraging, especially given significant placement sufficiency challenges; this is very positive. For context, 39% of all those children and young people placed over 20 miles from home reside within Wiltshire. In the current climate this remains strong performance.
Percentage of Care Experienced Young People in Suitable Accommodation (% of 19-21 year old care experienced people in suitable accommodation) Source: Wiltshire Council	Between 90% and 100%	95%	94%	**94%**	Feb-24	average over last 12 months	Higher is better		We continue to be ambitious and have recently stretched our target from 85-95%+ to 90-100%. Positively, performance in the first 2 months of Q4 is within this new target range. Full data for Q4 weren't available until late April (to allow for case recording).

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Public Health									
Uptake of NHS health checks (Percentage of invited NHS health checks undertaken. Numbers below percentages are the number of checks offered over the previous 12-months) Source: Wiltshire Council	45% or over (Return to pre-Covid level)	31.9% 39347	33.3% 41351	**34.5%** 42115	Dec-23	average over last 12 months	⬆ Higher is better		Although more residents have been invited for an NHS Health Check during Q3 in comparison to Q3 2022/23 and Q2 of this year 2023/24, the uptake percentage for those receiving an NHS Health Check is broadly similar to the same comparator periods. Ideally this figure should be higher. We are therefore working with the Chippenham, Corsham and Box Primary Care Network (CCB PCN) to increase the uptake rate of men receiving an NHS Health Check, by working with a marketing company to do targeted Facebook ads that will run from 1st-30th April. We will be able to see in the Q1 data for 2024/25 whether this campaign has had an impact.
Rates of smoking cessation (Percentage of those seeking smoking cessation support who are smoke free 4 weeks after their quit date. Numbers below the percentages are those who've successfully quit smoking over the previous 12-months). Source: Wiltshire Council	35% or over	43.53% 461	44.16% 461	**45.93%** 479	Dec-23	average over last 12 months with a 9-month lag	⬆ Higher is better		The smoking quit rate has increased in Q3, the most recent quarter for which data is available, and is now the highest it has been for 2 years. However, as fewer people are setting a quit, we are seeing fewer people achieving a 4 week quit date. The current smoking population are therefore going to be our most hardened smokers, so the Q3 quit rate is very positive and reassuring. Additional smokefree grant money is being given to Local Authorities from April 2024 to increase the number of set quit dates set, the funding will be going towards increasing capacity within Primary Care to support this and meeting the nationally set targets for this funding.

We ensure decisions are evidence-based

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Participation									
Voter Turnout in Neighbourhood Plan Referendums Source: Wiltshire Council	Above 25%	29.7%	28.1%	**12.4%**	Mar-24	Latest vote	⬇ Higher is better		Turnout was down in the recent Westbury neighbourhood plan referendum and reasons for this are currently being explored. The number of referendums taking place over the past year has reduced as central government funding for support was not available between April and July 2023.
Open rate for resident e-newsletters (Monthly average) Source: Mailchimp	Above 40%	56.2%	53.9%	**50.9%**	Mar-24	current position	⬇ Higher is better		A domain issue with Mailchimp during March resulted in some emails not reaching inboxes. This error resulted in lower open rates for March. However, performance remains strong compared to the national average open rate for government e-newsletters (28.8%) and the average open rate for all e-newsletters (21.3%). Open rates for Q4 remain above target.
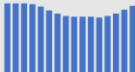
Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
We have the Right Housing									
Delivery of Affordable Housing Source: Wiltshire Council	650 homes per financial year	583	571	**532**	Mar-24	cumulative total over last 12 months	⬇ Higher is better		Numbers for Q4 are down previous quarters and the historic levels due to overall downturn in the market. This is impacting delivery from housebuilders.
The number on the Housing Register (Total number of households on the register at the end of the period, not including those on the open market register) Source: Wiltshire Council	Below 5,000	3,948	3,937	**3,948**	Mar-24	current position	⬌ Lower is better		We have seen a very small increase (less than 1%) in the total number of households on the housing register that, compared nationally, is a big achievement as the demand for social housing remains high. We continue to review old applications and this will be a focus again this year to ensure the data remains as up to date and accurate as possible.
Total Households in Temporary Accommodation Source: Wiltshire Council	Below 100 placements	168	131	**125**	Mar-24	current position	⬇ Lower is better		This year we have had a real focus on trying to reduce the total number of households in temporary accommodation following a peak of 184 in May 2023. This has been a huge success with a significant reduction in numbers when demand continues to increase.
Planning process - determination of major applications (Percentage completed within the statutory period or agreed extension. Numbers below percentages are the number of new applications received over the previous 12 months) Source: Wiltshire Council	Above 60%	75% 122	82% 117	**87%** 134	Mar-24	average over last 12 months	⬆ Higher is better		Performance has significantly improved for 2023-24, compared to the previous two years and is consistently above the statutory 60% target. The number of Major applications received in Q4 2023-24 is almost double the number received the previous quarter, and has increased overall in 2023-24 compared to the previous year.
Planning process - determination of non-major applications (Percentage completed within the statutory period or agreed extension. Numbers below percentages are the number of new applications received over the previous 12 months) Source: Wiltshire Council	Above 70%	80% 3387	85% 3317	**90%** 3271	Mar-24	average over last 12 months	⬆ Higher is better		Performance is steadily improving each quarter and is consistently above the statutory 70% target. The leap in performance (quarterly rather than averaged) from 84% in Q1 2023/34 to 92% in Q2 2023/24, 93% in Q3 2023/24 and 94% in Q4 2023/24 shows that good progress has been made consistently over the last four quarters.
We have the Right Skills to Prosper									
Unemployment (percentage of the work age population [16+] claiming out of work benefits) Source: NOMIS	Below national average (3.9%)	2.0%	2.0%	**2.2%**	Mar-24	current position	⬌ Lower is better		Wiltshire's claimant rate for the working age population of 2.2% is consistently lower than the national average at 3.9% and the South West at 2.7%. This is a slight increase on the previous quarter that reflects a steady increase in the numeric value over the last few quarters from 6050 at the end of Q2 2023/24 to 6190 for Q3 2023/24 and 6815 for Q4 2023/24.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Youth Claimant Rate (percentage of 18-24 year olds claiming out of work benefits) Source: NOMIS	Below national average (5.2%)	3.2%	3.1%	**3.4%**	Mar-24	current position	Lower is better		Wiltshire's youth claimant rate is 3.4%, compared to 3.6% across the South West and 5.2% nationally. There is a slight increase on the previous months across all regions. The numeric value for this measure is 1,200.
% 16-17 year-olds who are NEET Source: Wiltshire Council	Between 2% and 2.6%	1.7%	2.1%	**2.6%**	Feb-24	quarterly figures	Lower is better		Note that data for January and February is provisional as the data has not yet been validated by the DfE. The increase is expected at this point in the year (as for national and individual LAs) as our rate of "Unknowns" decreases and we identify those in EET and NEET. Nationally we perform well - our "Unknown" rate is 0.5% in February compared to a national rate of 1.6%. Our NEET rate for February is 2.6% compared to national rate of 3.3%. Performance remains within the expected range.
% care-experienced 16-17-year-olds who are EET Source: Wiltshire Council	Between 65% and 75%	66%	62%	**60%**	Feb-24	average over last 12 months	Higher is better		Performance this quarter remains below the target range. There is a care experienced steering group held monthly, which is proactively supporting the care experienced young people who are NEET. It's important to note that some young people may be unable to be in EET due to their physical/mental health. A full breakdown of exceptions in Q4 will be provided to the relevant Performance Outcome Board.
Gross weekly pay (Gross weekly pay by workplace) Source: ONS annual survey of hours and earnings	Above the national rate (£682.60)	£569.30	£610.80	**£646.00**	2023	annual figures	Higher is better		Workplace earnings remain below residential earnings (£669.10 per week). While minor, the gap is once again widening between workplace earnings and residents earnings meaning residents still commute for higher paid opportunities. This should be monitored and considered in future plans.
Regional GVA (Value generated by economic activity in £ per million) Source: ONS	Above South-West average (£14,362m)	£12,358m	£11,383m	**£12,192m**	2021	annual figures with a 2-year lag	Higher is better		GVA is slightly higher than South West average in 2021 due to high levels of public sector employment within Wiltshire providing protection from the pandemic. Wiltshire's GVA growth is not keeping track with the South West average (£14,362m), or the average for just rural counties in the region (£13,113m).
Level 4 skills (Percentage of 16+ individuals qualified to Level 4) Source: ONS Annual Population Survey	Increase gap above the national level (43.6%)	38.6%	40.3%	**45.6%**	2021	annual figures with a 2-year lag	Higher is better		Wiltshire has 45.6% of the population educated to level 4 and above compared to 42% in the South West and 43.6% across Great Britain.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Gross Disposable Household Income (Gross Disposable Household Income per head of population at current basic prices) Source: ONS	Above the rate for England (£22,213)	£22,844	£22,267	**£22,645**	2021	annual figures with a 2-year lag	⬆ Higher is better		Annual data for 2021 was published in October 2023. Income in 2021 increased on the year before, moving back to 2019 (pre-pandemic) levels.

We have Vibrant, Well-Connected Communities

Transport and links

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Bus journeys (Number of passenger trips on both the commercial and supported bus network) Source: Bus operators	7,905,000 (trips per annum by Q4 22/23)	7,948,739	8,256,747	**8,395,902**	Feb-24	cumulative total over last 12 months	⬆ Higher is better		Bus passenger numbers continue to increase across Wiltshire in line with national trends and remain well above the current target.
Rail journeys (Number of entries and exists from Wiltshire's rail stations) Source: Office of Rail and Road		1,613,818	4,600,314	**5,584,530**	Mar-23	annual figures	⬆ Higher is better		Rail journey numbers to/from Wiltshire stations have recovered to 80% of the pre-Covid (3 year average) level. This is lower than for the SW region (89%), partly explained by the loss of long-distance commuting and business travel, but also reflecting degraded services on several routes.
Percentage of gigabit broadband coverage Source: Local Broadband Information by thinkbroadband	85% coverage by 2025	65.0%	65.9%	**68.5%**	Mar-24	current position	⬆ Higher is better		The publicly funded programme is due to begin later this year but private sector build is increasing incrementally.
Percentage 4G mobile phone coverage (Percentage of premises with indoors 4G reception from all four providers) Source: Ofcom Connected Nations report		74.61%	75.32%	**73.87%**	Sep-23	current position	⬇ Higher is better		Coverage anticipated to increase alongside the Shared Rural Services network that is currently in development. The issue reported in and around Potterne has now been resolved, but may not be reflected in the data until it is next updated later this year.

Town centre vibrancy

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Car park transactions (Number of pay-and-display transactions) Source: Wiltshire Council		311,180	316,154	**318,013**	Feb-24	average over last 12 months	⬆ Higher is better		There has been a communication strategy promoting the use of MiPermit the parking app and allowing more flexibility in the way parking stays are paid. This allows parking times to be extended and more transactions. An average of over 20,000 new accounts a month in Mipermit are being recorded. This combined with the increased tourist and visitor use is increasing parking stay transactions. The usage is being monitored to ensure its longevity.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Income from pay and display car parks (Including season tickets) Source: Wiltshire Council		£646,488	£653,827	**£657,333**	Feb-24	average over last 12 months	⬆ Higher is better		There has been a communication strategy promoting season tickets and with the return to the workplace the income from season tickets has increased when comparing the figures from the same period 12 months ago. The success of the Mipermit App and flexible payments for pay and display car parks is encouraging parking stays. The pay and display income is also linked to the increased tourist and visitor use, and the stay-cation, increasing parking stays. The usage is being monitored to ensure its longevity.

We Take Responsibility for the Environment

Waste economy

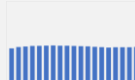| Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Household Waste (Kilograms of waste produced per household) Source: Hills	Below 880kg (at the end of Q4)	933	939	**947**	Feb-24	cumulative total over last 12 months	⬆ Lower is better		More household waste tonnage has been managed during 2023/24 (with data to the end of February 2024) compared to the previous year. Consistent increases each quarter mean this trend is expected to continue to year end. There has been a notable increase in garden waste collected compared to 2022/23.
Recycling Rate (Percentage of household waste recycled or composted) Source: Hills	Above 45%	41.6%	42.0%	**42.5%**	Feb-24	average over last 12 months	⬆ Higher is better		The household waste recycling rate has improved by 2.7% compared with Q4 2022/23 (with data to the end of February 2024), though the in-year recycling rate typically declines in this period as seasonal garden waste tonnage reduces. Tonnage of garden waste for composting has increased by 20.8% compared to the same period in 2022/23. The service also continues to actively promote the "Recycling - Let's sort it" campaign and has rolled out bag-sorting stations at all 10 Household Recycling Centres during Q3 - both activities aimed at increasing recycling.
Waste Recovery Rate (Percentage of household waste sent for treatment/energy recovery) Source: Hills	Above 42%	42.6%	42.5%	**42.9%**	Feb-24	average over last 12 months	⬌ Higher is better		The Waste Recovery rate has reduced compared with Q4 2022/23 (with data to the end of February 2024) but has seen a very modest in-year improvement compared with Q3. This in-year improvement reflects a trial to shred bulky residual waste from Household Recycling Centres to make this suitable for Lakeside Energy from Waste (EfW). It is important to review the Waste Recovery Rate alongside the Recycling Rate, as both factors contribute to the overall diversion of waste from landfill. Any changes in the quantity of waste sent for recovery will influence the percentage of recycling rate, and vice versa.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Residual Waste Rate (Percentage of household waste sent to landfill) Source: Hills	Below 13%	15.8%	15.5%	**14.6%**	Feb-24	average over last 12 months	⬇ Lower is better		Performance compared with Q4 2022/23 (with data to the end of February) has seen an improvement of 1.1%, which reflects the trial to shred bulky residual waste from Household Recycling Centres (HRCs) and redirecting this to an energy from waste facility during November and December 2023.
Fly tipping reports (Change in the number of reported fly tipping incidents over 12 months compared to the same period the previous year) Source: Wiltshire Council	Greater decrease than the national average (-4% per year)	7.1%	12.1%	**6.0%**	Mar-24	Difference compared to previous 12 months	⬇ Lower is better		Q4 numbers are up 27% on Q3 2023/24 but are down 17% on Q4 2022/23. However, only 4% of reports have contained evidence during Q4. Of these, 81% of reports with evidence have resulted in formal actions being taken within the month of reporting. Despite the increase in enforcement resources and enforcement actions, during times of lower economic activity fly tipping reports are likely to increase as waste producers seek to reduce their waste disposal costs. Fly tip enforcement actions are up 6% over 2023/24 when compared to 2022/23.

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

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Wiltshire's Greenhouse Gas Emissions (Measured in kilotonnes CO_2e. Carbon dioxide CO_2, and the other main greenhouse gases - methane CH_4 and nitrous oxide NO_3 - measured in terms of their warming potential relative to CO_2. Wiltshire emissions are territorial emissions only, i.e. these are emissions that arise within the county.) Source: UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2021 - gov.uk	Below 2550 kilotonnes	3,367	2,961	**3,226**	Dec-21	annual figures with a 3-year lag	⬆ Lower is better		This data for Wiltshire's greenhouse gas emissions until the end of 2021 shows the rebound effect as the county recovered from Covid related lockdowns. 2019 is therefore a more meaningful comparator than 2021. Between 2020 and 2021, greenhouse gas emissions increased in 358 out of the 374 local authorities in the UK (96%). This is consistent with the increase in overall UK emissions in 2021, which increased by 5% largely due to COVID-19 restrictions easing and colder temperatures increasing the use of heating in buildings.
Wiltshire Council's Carbon Emissions (Measured in CO_2e – the common unit for greenhouse gases. For any quantity and type of greenhouse gas, CO_2e signifies the amount of CO_2 which would have the equivalent global warming impact.) Source: Wiltshire Council	Below 3750 tonnes	4,401	5,275	**3,568**	Mar-23	annual figures with a 2-year lag	⬇ Lower is better		Wiltshire Council emissions have returned to a downward trend following the post-pandemic increase, and we are now back in line with the stretch pathway from the Anthesis report. The target for Wiltshire Council's CO_2 emissions has been reduced from 3750 tonnes per year in 2022/23 to 3000 tonnes per year in 2023/24. This target will be used for comparison when data is next published in September 2024.

Measure description	Target	Previous two quarters or years		Latest position	Latest report	Frequency	Direction of Travel and polarity	Trend	Comment
Renewable energy capacity (Megawatts) Source: Regional Renewable Statistics - gov.uk	978MW by 2027	579	583	**583.5**	2022	annual figures with a 1-year lag	↑ Higher is better		The most recent data is from December 2022, published in September 2023, which includes revisions to data from previous years due to updates from suppliers or more up to date information becoming available. There is 705MW capacity of renewable energy projects with planning approval, and more in the pipeline. However such projects take many years to achieve approval and construction.
Carbon literacy training within the Council (Number of officers and Councillors who have received the training) Source: Wiltshire Council	15% of staff (800 people) by end of 2025	130	179	**194**	Mar-24	current position	↑ Higher is better		Carbon literacy training continues, with a focus on Directors and Councillors during Q3 and Q4. The training rate has slowed due to conflicting work demands across the organisation. There is a high risk that we will not achieve Silver award (over 800 staff accredited) by the end of 2025. It remains a challenge and needs ongoing commitment and support by senior managers to facilitate staff being trained implementing their pledges.
Energy Performance Certificates at Levels A - C (% or registered EPC recorded at one of the top three levels - a three year rolling average) Source: Energy Performance Building Certificates live tables - gov.uk	Above South West benchmark (52% for 2020-23)	48.0%	49.0%	**52.0%**	Aug-23	annual figures	↑ Higher is better		We use a three year rolling average to show a longer term trend, as EPC ratings can fluctuate over the shorter term. This indicator is a proxy for energy efficiency of homes, and is increasing slowly over time. The target for Energy Performance Certificates at levels A-C increases over time in line with the South West benchmark at any snapshot in time. This year the South West is at 52%.
Public Electric Vehicle Charging Points (All publicly available charging points including those owned by the council per 100,000 population) Source: Electric vehicle charging device statistics - gov.uk	63 per 100,000 population (in line with SW average for the quarter)	41	50	**59**	Dec-23	current position	↑ Higher is better		This indicator has previously been tracked annually, however data is available more frequently and chargepoints are being installed all the time. Therefore we have moved to tracking data quarterly, and comparing against the South West average at each report. The number of EV chargepoints continues to increase, but the previous good progress remains behind the South West benchmark.

Wiltshire Facts and Figures

Population of
513,200

231,734
households

309,700
working aged adults

21,560
registered businesses

22% of residents are 65 or over
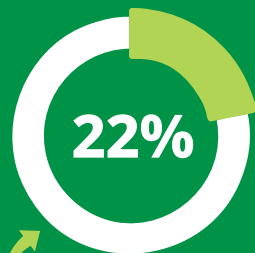
22% of residents are 19 or under

325,533
hectares (total area of the local authority)

4,300
residents over 65 diagnosed with dementia

13
rail stations

108
bus routes

30
libraries

70,702
pupils in Wiltshire schools

2,456
million estimated miles of motor vehicle journeys on Wiltshire-maintained roads in 2022

73
chargeable council owned car parks

27,215
subscribed to weekly e-newsletter

3
mobile libraries

20
leisure centres

27.7%
of pupils receiving the pupil premium
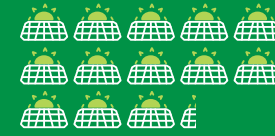
13,390
photovoltaics sites

203
primary schools

29
secondary schools

5
specialist schools

10
recycling centres

4,504km
of Wiltshire-maintained roads

2,563km
of surfaced footways and footpaths

Wiltshire Facts and Figures

These figures are intended to provide context to the performance indicators presented on the Corporate Performance Scorecard. It is important to note that not all performance measure directly map to these figures.

Wiltshire Council

Additional information about Wiltshire and its residents is available at: **wiltshireintelligence.org.uk**

Wiltshire Council Strategic Risk and Issues Summary - 2023/24

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

Issues

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

Unable to meet demand for special educational needs or disability (SEND)	The Council was invited to take part in the DfE's Safety Valve programme in July 2023 due to the cumulative deficit in the High Needs Budget from DSG. Following consultation with stakeholders, including parent/carers, the Council's Safety Valve management plan was approved by the DfE in March 2024, with funding of £67m from 2023/24 to 2028/29. The Safety Valve (SEND transformation) funding will be paid in six tranches and, should the agreed actions prevent costs escalating, the cumulative deficit would be reduced to £70m by 2028/29. The Council's intention is that this remaining deficit will be met by the Council's own high needs earmarked reserve. However, if the statutory override is removed by government in 2025/26 then this reserve would not be sufficient to meet the projected HNB DSG deficit at that point in time (£92.9m).

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

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. 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.

Each risk is fully defined by the responsible service (who assess the cause, event and effect that make up the identified risk) and is reviewed quarterly. Each risk is scored for likelihood and impact to give an overall score. A risk is initially scored as the original, untreated (inherent) risk without any mitigations in place, and then again as the current, treated (residual) risk with existing mitigation actions on place. The confidence in the current implementation of these mitigating actions is assessed as high, moderate or low. The current risk as it is now is used to assess where the risk is relative to the appetite set, and is used for the graph.

Current risks on the strategic risk register

The size of the bubble represents the number of risks with that risk score

Higher impact if the risk were to occur

Higher likelihood of the risk occurring

Strategic Risk Register - ranked by the current (residual) risk score - the risk as it is now with current mitigating actions in place

Risk ID	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Original Likelihood * Impact	Original Risk Score	Mitigation Actions	Actions Confidence	Current Likelihood * Impact	Current Risk Score	Direction of travel	Current score vs. appetite
2 PC01	Limited capacity in the social care market	Changes in the local market (including recovery from the pandemic) means there is insufficient supply of Independent Fostering Agencies, Children's Homes, provision (Residential and Supported Living) 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, on a spot purchase.	The right type of care and/or accommodation is not always available, budgetary pressure increases if people are in spot provision.	Service Delivery	Financial	Alison Elliott	Treat	4 * 4	16	Continue to monitor. Agreed to look at intervening in the market and piloting alternative support options.	Moderate	3 * 3	9	▶	Within
3 PL02	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	Nic Thomas	Treat	4 * 3	12	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	▶	Within
4 PC02	Increasing cost of social care	Changes in regulation (including the cost of increased infection prevention, control measures, insurance costs), workforce pressures and inflationary pressures in the care market	Recommissoining of frameworks. Each individual care package cost increases for complex individuals.	Greater budgetary pressure to meet statuary requirements impacting on preventative and other spend	Financial	Service Delivery	Alison Elliott	Tolerate	3 * 3	9	Uplift process in place to monitor every request for an uplift, and joint work with operational colleagues to monitor risk.	Moderate	3 * 3	9	▶	Within
5 IT03	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	3 * 3	9	Work continues around recovery plans. A new plan is in place with a phased delivery over the next two years supported by a new Cybersecurity Strategy that's currently in draft and will be issued once reviewed and agreed by all the relevant stakeholders..	High	3 * 3	9	▶	Within
6 FI23	Excessive Inflation	Inflation rates significantly increase or remain at sustained high rates	Inability to contain costs within budget set	Overspend, draw from reserves, inabiity to fund priorities	Financial	Service Delivery	Lizzie Watkin	Treat	3 * 4	12	Reserves strategy; robust budget assumptions; s25 assessment of risk, robustness and resilience (to this and other financial risks)	High	3 * 2	6	▶	Within

Strategic Risk Register - ranked by the current (residual) risk score - the risk as it is now with current mitigating actions in place

Risk ID	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Original Likelihood * Impact	Original Risk Score	Mitigation Actions	Actions Confidence	Current Likelihood * Impact	Current Risk Score	Direction of travel	Current score vs. appetite
7 EN03	Increasing vulnerability to climate impacts	Inability to adapt key infrastructure and services to increasingly severe weather impacts from climate change.	Increased impacts from more frequent and intense weather events such as flooding, droughts, heatwaves and storms.	Direct impact on health, safety, environment, businesses, infrastructure and natural environment. Impact on service delivery, costs, insurance, vulnerable people, assets.	Health & Safety	Service Delivery	Sarah Valdus	Treat	3 * 4	12	The council's climate adaptation plan is currently being reviewed and will identify what measures can be put in place to prepare council services and the county for these climate impacts. Due to the costs associated with implementing some of these measures and the long term nature of these impacts, it is likely this risk will remain high even once a plan is in place.	Moderate	3 * 2	6	▼	Within
8 LG22	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	Ceri Tocock	Tolerate	2 * 3	6	Good controls in place include horizon scanning, working closely with directorate SMTs and trained members of staff ready to respond to incidents.	High	2 * 3	6	►	Within
9 LG08	Information Governance	Failure to manage corporate information effectively in keeping with Data Protection Act Principles, Freedom of Information legislation, cyber security requirements and the management of records under the Local Government Transparency code.	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. 7) Failure to provide adequate resource to ensure the Council meets its requirements under data protection/GDPR, Freedom of Information, cyber security and record management requirements.	Reputational damage with potential of fine from the Information Commissoner's Office. Loss of strategic, corporate, sensitive and secure information. Untrained managers and staff, not familiar with basic awareness and responsibilities of good information management. Unlawful use and / or disclosure of personal data results in Risk and distress to individuals concerned. Lack of strategic and corporate understanding from Senior Leadership team can impact on service delivery, organisation reputation and may result in a loss of resource.	Legal	Financial	Jo Madeley	Treat	3 * 2	6	Good engagement and collabaration in place across the organisation. Policies and set processes in place that ensure audit trails around decision making are recorded. Annual e-learning in place which provides an overview of what staff should consider across the 4 key workstreams. IG pages regularly updated on EPIC hub, which highlights responsibilites, policies and process. Information Management and Governance Board which is attended by Senior Leadership to ensure a corporate and strategic overview.	Moderate	3 * 2	6	►	Within
10 FI12	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, complicated by the implications of moving from SAP to ORACLE	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	Additional budget monitoring with all heads of service, more training on Oracle, especially the production of invoices. More involvement with Finance who will steer the debt collection process	Moderate	2 * 3	6	►	Within
11 PH01	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	Health & Safety	Sanjay Dhir	Tolerate	2 * 2	4	CLT paper commissioned to reassess levels of H&S compliance and governance thereof during 2024.	Moderate	2 * 2	4	►	Within
12 FI06	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	3 * 2	6	Being captured through budget monitoring process and RAG rated savings tracker will ensure savings are met	Moderate	2 * 2	4	►	Within

Strategic Risk Register - ranked by the current (residual) risk score - the risk as it is now with current mitigating actions in place

Risk ID	Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Original Likelihood * Impact	Original Risk Score	Mitigation Actions	Actions Confidence	Current Likelihood * Impact	Current Risk Score	Direction of travel	Current score vs. appetite
13 EN02	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	Sarah Valdus	Tolerate	2 * 2	4	The council continues to put in place carbon reduction and renewable energy projects	Moderate	2 * 2	4	▶	Within

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.

Continuing financial impact of global events	International capital and energy markets remain impacted by conflict and speculative investment are likely to sustain additional inflationary pressure in the UK. Although inflation is slowly coming down, this is not fast enough to be in line with our budget assumptions. Volatility in global markets and events still presents a risk to UK inflation. Disruption to global supply chains causing shortages, more inflation and potentially more demand for support of council services. A more uncertain world could mean a more insular economy and lower UK market sentiment meaning less investment in Wiltshire.
Additional service pressures	As the Council operates in a multi-agency environment with complex and intricate dependencies, it could be adversely impacted by the actions of others (including short term workforce pressures, greater service demand or budgetary constraints).

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Adoption of a new Risk Management Policy**
Cabinet Member:	**Cllr Richard Clewer - Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, Tourism**
Key Decision:	**Key**

Executive Summary

This paper introduces a new policy for the management of risk across the Council.

Wiltshire Council uses risk management, alongside performance monitoring, service planning and budget setting, to ensure that the work undertaken by the Council's services continues to deliver the stated priorities of the Council, making the best use of available resources.

The proposed Risk Management Policy addresses the gaps and recommendations raised by a 2023 internal audit of the Council's risk management processes, which found that the current risk management framework was not effective. The new policy incorporates best practice from across the sector and aligns the Council's risk management processes with external partners and other local authorities. It ensures that risk management processes are robust and meet the high standards expected of the Council's governance structures.

Proposals

That Cabinet approve:

1) Adoption of a new Risk Management Policy for the Council.
2) Delegation to the Council Leader the authority to approve amendments that do not make material changes to the policy.
3) Delegation to the Director of Legal and Governance the responsibility for the policy's implementation.

Reason for Proposals

The current Performance and Risk Management Policy was last updated in 2019 and is therefore due a review. Updates are required in order to incorporate a review of risk appetite requested by the Audit and Governance Committee in May 2023, and recommendations made by a 2023 internal audit on risk management processes.

Perry Holmes
Director, Legal and Governance

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Adoption of a new Risk Management Policy**
Cabinet Member:	**Cllr Richard Clewer - Leader of the Council and Cabinet Member for Military-Civilian Integration, Health and Wellbeing, Economic Development, Heritage, Arts, Tourism**
Key Decision:	**Key**

Purpose of Report

1. This report introduces a new Risk Management Policy, provided in Appendix 1, which sets out the processes by which risks will be managed across the Council. Cabinet is asked to approve the policy.

Relevance to the Council's Business Plan

2. This report directly supports the Council's Business Plan mission to have an efficient, and healthy organisation, particularly having a robust corporate planning cycle including performance and risk management.

Background

3. Risk processes are currently operating under the existing Performance and Risk Management Policy. This policy was last updated and approved in 2019 and is therefore due a review.

4. In 2023 an internal audit was undertaken of the Council's risk management processes. This audit highlighted a number of areas in which the Council's policy required updating in order to ensure that risks are being appropriately managed. Development of an updated risk management policy was recommended to meet four of the nine agreed findings of the agreed Internal Audit Action Plan.

5. A review of risk appetite categories and scores was requested by the Audit and Governance Committee in May 2023.

Main Considerations for the Council

6. Risk processes are currently operating as part of a combined Performance and Risk Policy. However, due to the changes required in order to meet the recommendations of the 2023 internal audit, risk has been separated into a separate policy for clarity.

7. The revised Risk Management Policy is based on national best practice, including guidance published by ALARM, the Institute of Risk Management, the UK government's 'Orange Book' series, and HM Treasury, as well as advice from risk managers in other government organizations.

8. A number of substantive changes have been made to the policy on risk management.

9. Roles and responsibilities are now mapped to the three lines of defence approach recommended by CIPFA and set out in Protocol 9 of the Council's constitution.

10. The current 4x4 matrix for scoring risks has been replaced by a 5x5 matrix, which allows for a more granular assessment of risk scores. Research has found that most other local authorities use 5x5 matrices, as do the majority of external organisations that the Council works with. The move to a 5x5 matrix will therefore support easier mapping of risks for joint projects and contracts, saving officer time.

11. As a result of the expanded risk matrix, risk scores are now divided into five levels, ranging from very low to very high, replacing the current three risk levels.

12. Criteria have been established for escalating, reporting on and closing risks, allowing these processes to be standardised across the council. The new reporting criteria will result in corporate risks that exceed their appetite, have high or very high risk scores, or have rapidly increasing risk scores being reported to Cabinet by exception alongside the strategic risks, allowing for additional scrutiny and oversight.

13. Definitions of all aspects of risk management have been expanded, clarified, and improved, with new sections on tiers of risk, risk registers, emerging risks, opportunities, issues, mitigations, and risk assurance.

14. Five new appetite levels have been developed – averse, minimalist, cautious, receptive and eager – to help articulate what levels of risk will be tolerated.

15. To enable risk appetite to be applied at a more granular level, the number of risk categories has been expanded from six to 12, based on both the existing categories and those listed in the government's 'Orange Book' guidance. The expanded number of risk categories has also allowed more examples of impact to be developed, to assist officers in scoring risks.

16. The new appetite levels have been assigned to the new risk categories. For the operational risk category, three appetite levels have been created: 'operations – minimalist', 'operations – cautious' and 'operations – open', recognising that some services may have a lower tolerance for risk than others.

17. Development of the new Risk Management Policy has incorporated feedback from officers representing the following areas:

   a. Finance Directorate
   b. Legal Services
   c. Environment Directorate
   d. Assets Directorate
   e. HR & OD Directorate
   f. Occupational Health and Safety
   g. Transformation Team
   h. Executive Office
   i. South West Audit Partnership
   j. Corporate Governance Group.

18. The new Risk Management Policy has also been endorsed by the Corporate Governance Group.

19. To support transition to the new Risk Management Policy and the changes to risk management processes it contains, new training resources have been developed. These include short 'how to' guides, each focused on a specific aspect of risk management, that will be available to all officers via The Hub. Presentations for officers have also been prepared for SMT meetings, ready for the launch of the policy. All officers will also be alerted via the One Council email newsletter.

20. Included in Appendix 2 is a short summary of key features of the policy.

21. Separation of risk into a new policy will require new policies to be created to cover performance and service planning. These will be developed once following the approval and implementation of the proposed Risk Management Policy.

Safeguarding Implications

22. There are no safeguarding implications arising from the proposed Risk Management Policy. Although some of the risks may relate to safeguarding, this report covers the internal processes by which all risks are identified, managed and mitigated within the Council, rather than the risks themselves.

Public Health Implications

23. There are no public health implications arising from the proposed Risk Management Policy. Although some of the risks identified may relate to public health, this report covers processes by which all risks are identified, managed and mitigated within the Council, rather than the risks themselves.

Procurement Implications

24. There are currently no procurement implications. However, an agreed action in response to the 2023 SWAP Internal Audit of Risk Management was to explore alternative methods to using Excel for managing risk registers. Advice will be sought from the Strategic Procurement Hub if any potential specialist risk management systems are identified.

Equalities Impact of the Proposal

25. An Equality Impact assessment (EqIA) has been completed on the proposed Risk Management Policy.

26. A low equality risk score was calculated, with the only identified impact relating to accessibility of the document.

27. Care has been taken to ensure that the document complies with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018: The move away from the traditional traffic light system of using red and green ensures that colours and contrasts can be differentiated between by those with visual impairments.

Environmental and Climate Change Considerations

28. Although some risks identified may relate to the environment and climate change, this report covers internal processes and how information relating to risks is managed within the Council, rather than the risks themselves. This report therefore has no direct implications for energy consumption, carbon emissions, or associated environmental risk management.

29. However, environmental and climate change considerations have been incorporated into the examples for scoring risk likelihood, acknowledging that although the effects of climate change will be felt over longer timescales, actions to mitigate them will be required in the shorter term.

30. A new environment category has been created, allowing for a designated risk appetite level to be assigned to environmental risks. The environment risk category has also allowed for examples of different levels of impact to assist with scoring environmental risks.

Workforce Implications

31. Officers responsible for risks, either as risk owners or with responsibility for reviewing risk scores and updating risk registers, will be provided with guidance and training as part of the launch of the updated Risk Management Policy once it has been approved.

32. Development of this guidance and training is being supported within existing workforce capacity within the Executive Office.

33. All existing risks will need to be reviewed and rescored using the new 5x5 risk scoring matrix. Officers across the Council will need to complete this work within their existing capacity as part of their responsibilities for risk management. Officers from the Executive Office will be available to provide support and advice as part of this process.

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

34. If the risk management policy is not updated, the existing Performance and Risk Management Policy will remain in effect. This policy was identified by the 2023 internal audit as containing significant gaps and being inconsistently applied, resulting in ineffective risk management processes that could lead to uninformed decision making or unforeseen exposure.

35. Failure to update the risk policy would also mean that the agreed Internal Audit Action Plan would not be fully implemented, risking further limited opinions for future internal audits into risk management processes.

36. Failure to update the risk scoring matrix and appetite levels has the potential to hinder work with external organisations and suppliers, and to fail to demonstrate confidence to assurance bodies that the Council's risks are being effectively managed within appropriate and informed levels of tolerance.

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

37. Approval of the new Risk Management Policy and its subsequent implementation will require all risks to be reviewed and re-scored, as well as assigned to new risk categories. This will need to be done by risk owners and responsible officers across the Council, alongside existing workloads. To mitigate the impact of this work, guidance and training has been prepared, and support will be available from the Executive Office.

38. Once the new Risk Management Policy is implemented, there is a risk that some aspects may prove difficult to apply in services or projects that have unique requirements that were not identified during the development phase. It is therefore proposed that a first review of the new policy will take place 12 months after approval, to ensure that it is functioning as expected in practice.

Financial Implications

39. No additional budget is currently required to implement the approved Risk Management Policy.

Legal Implications

40. Risk management is integral to the Council's corporate governance arrangements set out in Protocol 9 of the Council's Constitution.

41. In addition, Part 3 of the Council's Constitution assigns responsibilities for risk management to the Council Leader and to the Cabinet Member for Finance, Procurement, IT and Operational Assets.

42. Further, Part 9 of the Council's Constitution assigns specific responsibilities for risk management to the Chief Finance Officer and to the Director of Legal and Governance.

43. As part of the Council's role in the Local Resilience Forum, we have a legal responsibility with other Category 1 responders including Police, Fire, Environment Agency and others to plan and prepare for taking a co-ordinated approach to emergency events and regularly assess the risk of an emergency occurring.

44. These responsibilities are all set out in the Roles and Responsibilities section of the proposed Risk Management Policy.

Overview and Scrutiny Engagement

45. A draft of the risk policy was considered by the Audit and Governance Committee at their meeting on 7 February 2024. The Committee sought further details on the types of risks included within the policies, how they would be monitored, and how the Council would respond to emerging risks. The Committee were reassured that the policy would standardise processes and that horizon scanning and training for officers on mitigating emerging risks provided an effective approach to managing future risks.

46. At the OSMC's February meeting, clarity was sought as to who provides scrutiny for the service level risk registers. It was noted that the proposed Risk Management

Policy includes new criteria for reporting risks, which will allow corporate level risks exceeding their appetite or with very high risk scores to be reported by exception in the Strategic Risk Summary to Cabinet, allowing for additional scrutiny.

Options Considered

47. The following options have been considered:

   a. **Option 1: To do nothing:** Leaving the current Performance and Risk Management Policy 2019 as it is would not meet the recommendations made by the 2023 internal audit into risk management processes, and would leave the Council at risk of uninformed decision making and unforeseen exposure.

   b. **Option 2: To update the current policy:** Due to the quantity of additional information required to bring the risk aspect of the current policy up to the required standard, updating the current combined performance and risk policy would risk making the policy difficult for officers to use and apply.

   c. **Option 3: To develop and adopt a new Risk Management Policy:** A new and expanded risk management policy would allow the Council to align internal processes with external best practice, to standardise risk management across the organisation, and to ensure that risks are effectively managed and mitigated.

48. Our recommendation is to adopt the new Risk Management Policy set out in **Option 3**, as this best meets the needs of the Council and fully addresses the recommendations made in the 2023 internal audit on risk management processes.

Conclusions

49. To ensure that risk management processes are robust and align with best practice, a new Risk Management Policy has been developed for adoption by the Council.

Perry Holmes (Director - Legal and Governance)

Report Author:
Catherine Pink, Corporate Support Manager, catherine.pink@wiltshire.gov.uk.

Appendices
Appendix 1 – Wiltshire Council Risk Management Policy 2024.
Appendix 2 – Summary of Risk Management Policy key features.

Background Papers

Corporate Performance and Risk Policy, February 2019.

Wiltshire Council

Risk Management

Policy

May 2024

Document control

Reference Number	1.0	Status	Draft
Sponsor(s)	Corporate Governance Group	Author(s)	Dr Catherine Pink
Document objectives	To establish a comprehensive and robust risk management structure across Wiltshire Council.		
Intended Recipients	Leaders, Councillors and staff of Wiltshire Council. Specifically, Cabinet, CLT, Directors and Heads of Service.		
Group/Persons Consulted:		Audit and Governance Committee; Corporate Governance Group; Strategic Risk Working Group; Corporate Leadership Team; SWAP Internal Audit; Finance Directorate; Legal Services; Environment Directorate; Assets Directorate; HR&OD Directorate; Occupational Health and Safety; Transformation Team; Executive Office.	
Ratifying Body	Cabinet	Date Ratified	To be confirmed
Date of Issue	07 May 2024		
Next Review Date		May 2025	
Contact for Review		Dr Catherine Pink, Corporate Support Manager Martin Nicholls, Head of Executive Office	

Wiltshire Council Risk Management Policy

Introduction

1. Wiltshire Council's vision is to ensure that the people of Wiltshire are empowered to live full, healthy and enriched lives; to ensure our communities continue to be beautiful and exciting places to live; to ensure our local economy thrives and is supported by a skilled workforce; and that we lead the way in how councils and counties mitigate the climate challenges ahead. We will achieve this through prevention and early intervention, improving social mobility and tackling inequalities, understanding our communities, and working together to design and deliver our services.

2. Wiltshire Council uses risk management alongside performance management, robust internal controls, service planning, and strong priority-based financial management to ensure that the work undertaken by the council's services and partnerships is delivering the stated priorities of the council, whilst maximising the use of available resources.

Definition of Risk Management

3. Risk is the effect of uncertainty on objectives, which may be either threats or opportunities. Risk management is the planned and systematic approach to identifying and addressing that uncertainty, with the goal of anticipating events, adapting to change, increasing the probability of success and reducing the probability of failure in achieving objectives. This is achieved by identifying and minimising threats, whilst also maximising any opportunities that arise.

Policy Statement

4. The council recognises and accepts its responsibilities and obligations to manage risks effectively, in order to protect its assets and employees, minimise uncertainty in achieving its goals and objectives, continue to provide statutory services, and maximise the opportunities to enhance the value of services to the community and achieve its Business Plan.

5. Risk management is an integral part of the council's corporate governance arrangements, falling under both the first and second lines of defence of the council's assurance framework, under the Local Code of Corporate Governance set out in Protocol 9 of the council's Constitution.

6. The council has committed to ensuring that risk management is built into business planning and decision making, including Records Of Officer Decisions, to provide a sound system of internal controls as part of its aim for delivering continuous improvement.

7. The council is risk aware rather than risk averse, recognising that some risks can never be fully eliminated, and that avoidance of risk can mean that opportunities are missed.

8. This policy therefore provides a structured approach to risk management that does not seek to have zero or rapidly closed risks, but which proactively uses risk management to balance opportunity and risk, and is seen as adding value to service delivery and enabling change.

9. The council will seek to minimise unnecessary risk and have an appetite to manage residual risk to a level commensurate with its responsibilities as a public body.

Scope

10. This policy applies to all directorates, services and departments run by the council.

Aims and Objectives

11. The aim of risk management is to ensure that the council has a good understanding of risks and opportunities and their likely impact, allowing for more effective decision making.

12. The objectives of this Risk Management Policy are to:

- Provide clear criteria to standardise the risk management process operating at all levels across all services.

- Establish clear roles, responsibilities and reporting lines for risk management within the council.

- Raise awareness of the need for effective risk management, and integrate risk management into the culture of the council.

- Minimise loss, disruption, damage and injury, and reduce the cost of risk, thereby maximising resources.

- Enable decision makers to anticipate, identify and evaluate emerging threats and opportunities, allowing them to consider mitigating factors and adapt plans accordingly.

- Protect the council's reputation by minimising threats and maximising opportunities.

Benefits of Risk Management

13. Benefits gained from effectively managing risk include:

- *Improved strategic management* – Improved decision making and a greater ability to deliver against objectives and targets.

- *Improved operational management* – A reduction in managerial time spent dealing with the consequences of a risk event having occurred.

- *Improved financial management* – Better informed financial decision-making and a reduction in costly claims against the council.

- *Improved services* – Identification of opportunities to implement improvements in service provision, acting as an enabler of change.

- *Improved transparency* – Clearly defined risk management processes ensure accountability, integrity, and trust in the council's robust internal controls.

- *Improved customer service* - Minimal service disruption to customers and a positive external image as a result of all of the above.

Risk Management Cycle

14. There are four stages of risk management that form an ongoing risk management cycle:

Risk Identification
Identify what could happen and what might cause this to happen.

Risk Analysis
Determine the likelihood and the consequences in order to estimate and score the level of risk.

Risk Control
Determine how to respond to the risk and, if a risk is to be treated, what mitigations are required.

Risk Monitoring
Monitor and review the effectiveness of mitigating actions and controls. Asses whether the nature of the risk has changed.

15. Risk management is a planned and systematic process that starts with the identification and definition of a risk in relation to uncertainty in the council's ability to achieve its strategic priorities and operational responsibilities, followed by analysis and evaluation of the potential likelihood and impact of the risk.

16. Once a response to a risk has been determined and a decision made to treat or transfer the risk, appropriate mitigating actions should be identified and implemented with the intention of reducing the risk score to a target level at or below the agreed appetite for the risk.

17. Risks should then be regularly reviewed, monitored and reported on. Importantly, this phase of the cycle should include regular assessment of the effectiveness of planned mitigations in terms of reducing the likelihood of a risk occurring or the impact should the risk occur.

18. The cycle is completed by regular horizon scanning to identify any emerging or new risks, and the impact of any changes to existing risks.

Roles and Responsibilities

19. Roles and responsibilities for managing risk are set out in the table below. In general:

- The overall monitoring and management of risk across the council at the strategic level, including direct responsibility for the risks themselves, is owned by the **Corporate Leadership Team.**

- The accountability and responsibility for owning, recording, monitoring and managing risk sits with **Directors and Heads of Service**.

- Responsibility for holding the Corporate Leadership Team to account for effective management of risks and oversight of risk management processes rests with **Elected Members** sitting on specific committees.

- **Independent audit and assurance bodies** provide expertise and scrutiny to ensure that risk management processes are in place, that risks are being mitigated, and that controls are being effectively implemented.

- **All officers** are responsible for identifying and contributing to the management of risks relating to their area of responsibility and for reporting new and emerging risks upwards.

Elected Members	
Leader of the Council	Identified in Part 3 (3.3.2.6) of Wiltshire Council's constitution as responsible within the Budget and Policy framework for probity and financial monitoring and risk management.
Cabinet member for Finance, Procurement, IT and Operational Assets	Identified in Part 3 (section C, appendix 2) of Wiltshire Council's constitution as responsible for Performance and Risk.
Cabinet	Identified in Protocol 10 (area 7) of Wiltshire Council's constitution as having executive responsibility for governance reporting arrangements in relation to risk management. Holds the Corporate Leadership Team accountable for the effective management of risks by officers and of decision making based on performance evaluation. Approves relevant risk management policies. Reviews the Strategic Risk Register every quarter. Reviews any significant changes to corporate risks every quarter.
Audit and Governance Committee	Identified in Part 3 (2.7.9.10) of Wiltshire Council's constitution as responsible for monitoring and reviewing the effective development and operation of corporate governance, risk, performance management and internal control, and to receive progress reports as required. Identified in Protocol 10 (area 7) of Wiltshire Council's constitution as having non-executive lead responsibility for governance reporting arrangements in relation to risk management. Responsible for considering review findings from internal audits and ensuring that any identified weaknesses in arrangements for risk management are being properly addressed, in line with the 'third line of defence'.

Overview and Scrutiny Management Committee and any relevant Select Committees and/or Task Groups.	Review and scrutinise the quarterly Cabinet risk reports to question members and officers about decisions and risks, providing independent checks and balance.
All members	Understand the principles of risk management and consider risk assessment as part of the decision-making process.
Corporate Officers	
Corporate Directors	Champion risk management across the council.
Corporate Leadership Team (CLT)	Take responsibility for the Risk Management Policy and related guidance, in line with the 'second line of defence'. Ensure a consistent approach to risk management across the council. Consider regular reports on the council's risk management arrangements and major changes in risks with exception reports as appropriate. Own and approve changes to the Strategic Risk Register.
Chief Finance Officer	Identified in Part 9 (5.3.8) of Wiltshire Council's constitution as responsible for risk management in consultation with the Director of Legal and Governance and the Director with responsibility for Human Resources and Organisational Development. Identified in Part 9 (24.1) of Wiltshire Council's constitution as responsible for ensuring that proper insurance exists where appropriate, and that the council has sufficient funds to meet potential liabilities and costs.
Director of Legal and Governance	Identified in Part 9 (22.1) of Wiltshire Council's constitution as responsible for managing and maintaining the council's Risk Management Policy Statement and Strategy, reviewing its effectiveness, advising the Chief Executive and Corporate Directors, Directors and Cabinet, and promoting robust and effective risk management throughout the council. Identified in Part 9 (24.1) of Wiltshire Council's constitution as responsible for ensuring that proper insurance exists where appropriate, and that the council has sufficient funds to meet potential liabilities and costs.
Directors for Finance and Corporate Functions & Digital	Responsible for the effective reporting of performance and risk management in combination with financial management.

Directors	Have primary ownership, responsibility and accountability for identifying, assessing and managing risks, in line with the 'first line of defence'. Take ownership of directorate risk registers. Identify individuals to act as lead contact with the Executive Office. Make risk management a key part of the management process.
Officers	
Heads of Service and Managers	Have operational management for owning risks, implementing mitigating actions, acting on reports of new and emerging risks from officers, and reporting appropriate information on key risks and control indicators to Directors. Identify requirements for training on risk management their service areas and actively promote risk management, ensuring that the guidance is followed. Recognise risk management and mitigating actions as integral parts of the service planning and performance management process, and crucial to the achievement of outcomes.
Executive Office	Responsible for the effective integration and delivery of risk management arrangements into the way the council works in order to support performance improvement. Maintain the corporate and strategic risk registers. Provide expertise, guidance and support for officers to help ensure that risks are effectively managed, in line with the 'second line of defence'. Review and challenge services on their risks as a critical friend. Produce reports on current risk scores and mitigations for CLT, Cabinet, Overview and Scrutiny Management Committee and Performance Outcome Boards. Support and inform CLT, Cabinet, and oversight committees to ensure risk processes are appropriate and followed. Promote a risk aware culture and an awareness of the council's risk policy and appetite.

All Staff	Identified in Protocol 9 (Principle 6) of Wiltshire Council's constitution - the Local Code of Corporate Governance - as responsible for managing risks as an integral part of all activities, for considering risk management in all aspects of decision making, and for ensuring that responsibilities for managing individual risks are clearly allocated.
	Understand the nature of risk and support managers in the identification, assessment and reporting of risk associated with their area of activity.
	Undertake available training in risk management and report new and emerging risks to line managers.
Other roles	
Internal Audit	Identified in Protocol 9 of Wiltshire Council's constitution, through the Local Code of Corporate Governance, as responsible for ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control.
	Provides independent review on the effectiveness of the risk management policy and processes to ensure that the council has an effective risk management process in place, in line with the 'third line of defence'.
Council Boards	Oversee and scrutinise any risks relevant to the remit and outcomes of the Board.
External assurance bodies	Provide the expertise needed to gain assurance that risk processes are being complied with and that mitigating controls are being implemented on a day-to-day basis.

20.   These responsibilities align with the three lines of defence approach recommended by CIPFA and set out in Protocol 9 of the council's Constitution, summarised in the diagram below:

Audit and governance		
Senior management		
1st line of defence	**2nd line of defence**	**3rd line of defence**
• **Management responsibility** • **Internal control measures** • Own, identify, assess and manage risks. • Design and implement migitaging actions. • Oversee delivery of mitigating actions.	• **Functions that oversee and facilitate risk management** • Define policies, prodedures and guidance. • Monitor compliance and effectiveness. • Identify and report on emerging risks and changing risk scenarios.	• **Internal audit** • Provide an objective evaluation of the adequacy and effectiveness of the framework of governance, risk management, and control. • Provide assurance on the effectiveness of mitigating controls.
• Directors • Heads of Service	• Corporate Leadership Team • Executive Office • Strategic Risk Working Group	• Internal Audit • External assurance bodies

Responsibility for risk management → Independence from risk management

Strategic Risk Working Group

21. The Strategic Risk Working Group takes the strategic lead on the council's risk management processes, ensuring that they operate effectively and meet national standards of best practice.

22. It oversees the council's strategic risks, and identifies emerging strategic risks and issues.

23. It ensures regular reviews of the Risk Management Policy are undertaken, in line with the 'second line of defence', and ensures that updates proceed

through review and approval processes, including reviews by the Audit and Governance Committee and final approval by Cabinet.

24. The working group is chaired by the Director of Legal and Governance, with membership drawn from across the Directorates and Terms of Reference reviewed annually and approved by CLT.

Risk Registers

25. Risk registers are tools used to capture and manage information about risks throughout the risk management cycle. The information held in a risk register is then used for reporting on risks.

26. Registers of corporate and strategic risks should be maintained centrally, whilst service and change level risk registers can be maintained locally.

27. Risk registers must be able to capture all of the information described in this policy including, but not limited to: risk identification codes; a risk description; risk owner; risk categories and appetites; risk scores for original, current and target risks; mitigating actions and progress made against them; and review details.

28. Although risk registers are living documents, an audit record of changes to corporate and strategic risk registers must be maintained for 7 years, in line with the council's Disposal Schedule.

Tiers of Risk

29. The council manages its risk across several different tiers, based on the significance of the risk to the council's strategic and statutory ambitions, how widely the risk would impact if it were to occur, and where responsibility for the risk lies.

30. Tiers are broadly aligned with the organisational structure of the council.

31. Each risk tier is typically managed using a separate risk register.

32. Risk tiers used by the council are:

Tier	Description
Strategic risks	• Up to 15 key risks owned by the Corporate Leadership Team and reported to Cabinet. • Significant and/or long-term risks that would impact across the wider council or across a whole Corporate Directorate, or that are the responsibility of the wider council to mitigate. • Would significantly impact the council's ability to achieve its strategic priorities. • Managed via risk registers overseen by the Executive Office. • Includes parent risks that encapsulate the overall likelihood and impact to the whole council, should multiple similar corporate or service level risks become issues at the same time.
Corporate risks	• Risk owned by Directors or Heads of Service. • Reported to Cabinet by exception based on the reporting criteria set out in paragraph 110. • Impact across a whole directorate or are the responsibility of a whole directorate to mitigate. • Managed via risk registers overseen by the Executive Office. • Includes child risks that are common to multiple directorates, but where impacts may be defined specifically to an individual activity.
Service risks	• Risks owned by Heads of Service or Team Leaders. • Risks that are specific to the operations of a service. • Typically operational risks that would impact service delivery. • Managed via risk registers held within the Service. • Includes child risks that are common to multiple services, but where impacts may be defined specifically to an individual activity.
Change risks	• Project, programme or portfolio risks that would impact one or more project objectives, or the outcome of a project or programme of projects, or transformation activities.
National risks	• National risks focused on large external events and perils. • They are typically set and scored at the national level by central government and cascaded to local authorities via Local Resilience Forums (LRFs). • Within the council mitigating actions for national risks are managed primarily through business continuity plans.

33. Where there are similar risks across several directorates or services, a separate strategic risk should be created. Whilst the corporate or service level risks define the cause, event and impact specific to the directorate or service, the strategic risk should define the impact should multiple similar corporate or service level risks become issues at the same time. Examples would be risks related to staff retention and recruitment or to the impacts of climate change.

34. The relationship between the overall strategic risk and the individual corporate or service level risks should be defined as a parent-child relationship. A single parent strategic risk can have multiple child corporate or service level risks.

35. Scoring of a parent strategic risk should take into account the majority of current risk scores of the related child risks. Should a single child risk have higher scores than the majority of similar risks in other directorates or services, these would not affect the parent score, but would be reported separately by exception according to the criteria set out in paragraph 110.

36. The anticipated numbers of risks in each tier and their hierarchy are shown in the diagram below:
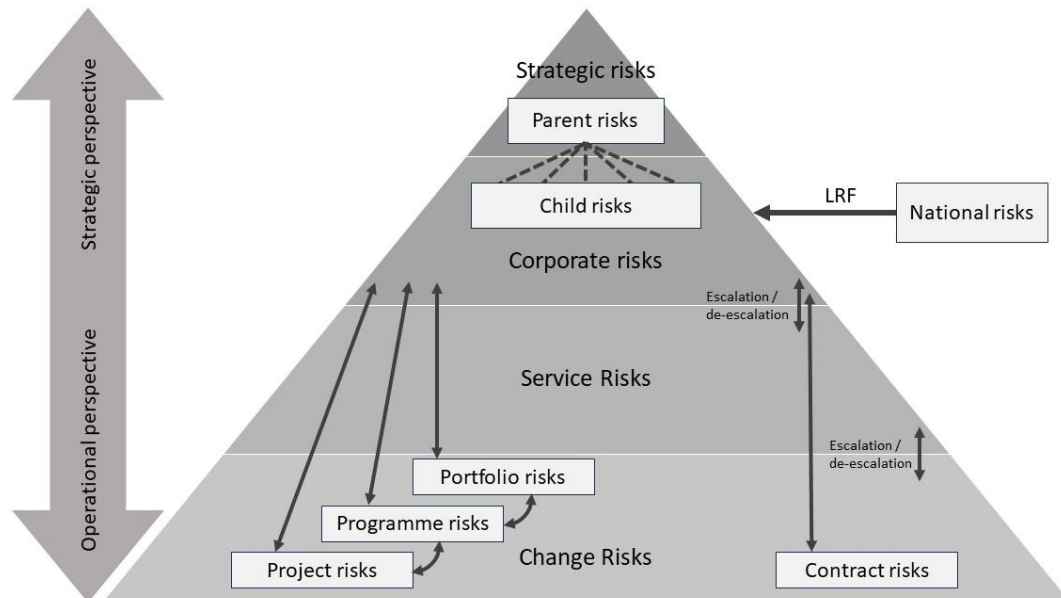
Risk Identification, Definition and Ownership

37. Risks always exist. A failure to identify a risk means it is automatically accepted. Identifying a risk means it can be managed.

38. New risks can be added to risk registers at any time when they are identified through a number of routes, including but not limited to:

- Service planning
- New policies, legislation or statutory requirements
- Changes to or reviews of existing services
- Cabinet reports
- Analysis of previous losses, events, incidents and lessons learnt
- National reports and technical briefings
- Internal audits
- Horizon scanning

39. New risks must be defined using a three-stage process that enable all risks to be described in a single sentence:

- "Because of [the cause], [the event] may occur, which would lead to [the effect]."

Risk definition	Description
Cause	Why something could go wrong. It is this information that is used to consider what needs to be done to prevent a risk becoming an issue.
	The cause contributes to scoring the likelihood of the risk occurring.
	Causes are typically described as 'inability to', 'failure to', 'lack of', 'inadequate', 'inappropriate', or 'opportunity to'.
Event	This is what could go wrong and is where the uncertainty lies. A cause doesn't automatically lead to the event, but it makes the event possible.
	The event also contributes to scoring the likelihood of the risk occurring.
Effect	This is the potential outcome of the event. It is the impact on the service, the council, or our residents.
	The effect is used to score the impact of the risk.

40.   In addition to the detailed risk definition, all risks should be given a short name to aid review and reporting.

41.   All risks must be owned, usually by a Director or Head of Service. Risks must be owned by a role, rather than a named officer. However, the names of risk owners and contributing officers should be stored alongside the risk, as those currently responsible for reviewing information held about the risk on the risk register.

42.   All risks must be assigned a risk identification code. Risk IDs must be unique and permanent for the risk, moving with the risk between tiers of risk registers, and between emerging risk and issue logs, to enable long-term tracking and audit. Whilst the format of risk IDs is not yet prescriptive, it is recommended that they include the year the risk was created, a two-letter identifier for the Directorate, a unique two or three digit number, and a project code if relevant. Historic risk IDs already in use should be retained.

43.   Once defined, the addition of new risks to the relevant risk registers requires approval:

- Strategic risks should be approved by both the Strategic Risk Working Group and CLT.
- New corporate risks should be approved by the relevant Director and their creation reported to the relevant Performance Outcome Board.
- New service-level risks should be approved by the relevant Director or Head of Service and their creation reported to the relevant Performance Outcome Group.
- New portfolio, programme or project risks should be approved in line with the agreed governance structures.

Emerging Risks

44.   Emerging risks arise where there are high levels of uncertainty about the likelihood and/or impact of an event arising from changes in the organisational or external environment that has not previously been properly assessed.

45.   It may not yet be possible to fully understand the onset, likelihood or impact of emerging risks, preventing them to be accurately scored.

46.   Unlike known risks, which can be managed, emerging risks can only be monitored to aid better understanding.

47.   Emerging risks should still be added to the relevant risk register and assigned a risk ID, adding as much information as possible, even if incomplete. Waiting for complete information may delay monitoring of the risk and prevent timely implementation of mitigating actions once the risk is formalised.

48.   Emerging risks should be escalated to full service, project, corporate or strategic risks once it is confirmed that the risk may impact the council's strategic objectives or operational activities.

49.   New emerging risks should be identified through similar processes to the identification of new risks.

50.   A register of emerging corporate and strategic risks should be maintained and reported as per the process for reporting full risks described below.

Opportunities

51.   Most risks are focused on reducing or avoiding threats. However, if only risks that disrupt or delay objectives or damage reputation are managed, then the council may miss opportunities to implement improvements in service provision.

52.   Opportunity risk management is the proactive search for the positive upside of risks in order to find innovative solutions to the provision of services and improve on outcomes rather than just achieving them.

53.   Opportunity risk management encourages people to think creatively about 'what if' questions to identify more effective ways of working, whilst removing the negative perception of risk management as scaremongering and intrinsically discouraging risk taking.

54.   Opportunity risk management is best considered during the planning stages of any project, allowing new risks and opportunities to be identified and a decision taken on whether to take the opportunity.

55.   Opportunities identified through the risk management process should feed into project planning and the annual service planning process for implementation.

Risk Scoring

56.   All risks are assessed to determine how much attention is given to managing a risk. This is achieved by scoring a risk based on the likelihood of the event occurring and the impact if the event were to occur.

57. The council uses a 5-point scale, and the product of the likelihood and impact gives the risk score.

58. Scoring is done by risk owners and/or contributing officers who best understand the activity, using the guidance and reaching a consensus to help avoid bias in scoring.

Original, Current and Target scores

59. All risks are scored three times:

- **Original score**: The untreated risk score if no mitigating actions were to be implemented. This may also be described as the inherent risk. For treated risks, the original score should be hypothetical as mitigating actions should be in place.

- **Target score**: This is the score aimed for if all mitigating actions were to be successfully implemented. It is the risk score to be aimed for by a specific date.

- **Current score**: The risk score with existing controls in place. It is the risk score as it is now with the mitigating actions in their current state of implementation, which may not be complete. This may also be described as the residual risk.

Risk Likelihood Scoring Criteria

60. Wiltshire Council uses a 5-point scale to assess the likelihood of a risk occurring:

Likelihood Score	Probability	Indicator
1 Very unlikely	Less than 20%	• Very unlikely to occur. • Has **not** happened within the last **5 years** or more. • Is **unlikely** to happen within the next **5 years** or more. • No similar instances in recent local government history except in exceptional circumstances.
2 Unlikely	Between 21% and 40%	• Not expected to occur. • Has **not** happened within the last **3 years**. • Is **unlikely** to happen within the next **3 years**. • There is rare but not unheard of occurrence in local government history.

Likelihood Score	Probability	Indicator
3 Possible	Between 41% and 60%	• **Might** occur. • **Has** happened in the last **2 years**. • Is **likely** to happen within the next **2 years**. • Is expected to happen or be more severe in the future **if action is not taken** in the **next 2 years**. • There is a history of occasional similar occurrences in local government.
4 Likely	Between 61% and 80%	• Strong possibility of occurring. • **Has** happened in the **last year**. • Is **expected** to happen in the **next year**. • Is expected to happen or be more severe in the future **if action is not taken** in the **next year**. • There is a history of regular similar occurrences in local government.
5 Very likely	More than 80%	• Very likely to occur. • Has **happened** in the past **6 months**. • Is **expected** to happen in the next **6 months**. • Is expected to happen or be more severe in the future in **if action is not taken** in the **next 6 months**. • There is a history of frequent similar occurrences in local government.

Risk Impact Scoring Criteria

61. Wiltshire Council uses a 5-point scale to assess the consequences should the risk event happen.

62. Brief indicators for each impact score are given in the table below. More detailed examples of the impact at each level for each category of risk is provided in the risk impact scoring matrix in Annex 2.

Impact Score	Selected Example Indicators
1 Negligible	• Brief service disruption for less than a day affecting a project or team. • Incident occurred but no time lost. • Legal action against the council unlikely. • Possible financial impact manageable within service budget. • Limited systems downtime with some services unavailable for a few hours.

Impact Score	Selected Example Indicators
2 Moderate	• Loss of service for 1-2 days affecting one or more services. • Slight injury to one or more people but no time lost. • Legal action against the council possible. • Financial impact managing within existing service budget. • Brief downtime of non-critical systems for 1-2 days.
3 Substantial	• Loss of service for 2-3 days affecting a single directorate. • Temporary injury to one or more people requiring limited time off work. • Legal action against the council likely. • Financial impact manageable within existing directorate budget. • Downtime of core systems for 2-3 days.
4 Critical	• Loss of service for 3-5 days affecting most directorates. • Severe injury to one or more people requiring sustained time off work over 3 months. • Legal action against the council expected. • Financial impact manageable within existing council budget. • System failure with critical systems unavailable for 3-5 days.
5 Catastrophic	• Loss of service for more than 5 days affecting the whole council. • Death or life-changing injuries to one or more people. • Legal action against the council underway or almost certain. • Financial impact not manageable within existing funds. • Significant system failures with critical services unavailable for more than 5 days.

Risk Score Levels

63. Risk scores for each risk are calculated by multiplying the likelihood score and impact score.

64. Risk scores are divided into five levels. These are used to determine the RAG rating when reporting risks. Note that the colours for RAG ratings have been chosen to ensure digital accessibility for those with visual impairments:

Risk level	Score	RAG rating	Description
Very low risk	Scores 1-2	White	• The council is **content** to carry these risks. • Risks are more likely to be tolerated rather than treated as the costs of maintaining controls may outweigh the benefits. • No action is required but risks should be regularly monitored.

Risk level	Score	RAG rating	Description
Low risk	Scores 3-6	Blue	• The council is **uneasy** about carrying these risks. • Immediate action may not be required, but any controls should be maintained and regularly reviewed to maintain the rating.
Medium risk	Score 8-12	Grey	• The council is **concerned** about carrying these risks. • Manageable risks but action is required to reduce the rating within a specific timescale. • Mitigating actions to reduce the rating should be mindful of the costs vs. benefits of implementing them, and should be reviewed on a regular basis.
High risk	Score 15-16	Red	• The council is **very concerned** about carrying these risks. • Significant risks that require urgent action to reduce the likelihood and/or impact through mitigating controls. • Controls should be monitored frequently to ensure they remain effective at reducing the risk.
Very high risk	Scores 20-25	Black	• The council wants to **actively prevent** carrying these risks. • Immediate action should be taken to reduce the risk and, where possible, the activity should be stopped. • Ongoing reporting is required to ensure that controls remain effective at reducing the risk.

Risk Ranking Matrix

65. The council's agreed criteria for scoring likelihood and impact gives rise to an overall risk scoring matrix that can be assigned to the five levels of risk:

Impact	5 Catastrophic	5	10	15	20	25
	4 Critical	4	8	12	16	20
	3 Substantial	3	6	9	12	15
	2 Moderate	2	4	6	8	10
	1 Negligible	1	2	3	4	5
Wiltshire Council Risk Matrix		1 Very Unlikely	2 Unlikely	3 Possible	4 Likely	5 Very Likely
		Likelihood				

Risk Categories

66. Risk categories broadly group risks into similar types and can be used to better understand the council's risk profile. They can be used to identify potential new risks and to determine the level of risk appetite that the council is willing to tolerate in achieving its ambitions.

67. All risks must be assigned a primary risk category. Many risks fall into more than one risk category, so a secondary risk category should also be set.

68. Risk categories can be defined as:

Risk Category	Example situations in which the risk may arise
Environment	A failure to consider climate and environmental impacts, resulting in a loss of biodiversity, pollution and/or climate change and the increasing vulnerability of residents and council services to climate impacts.
Financial	Not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments; failure to manage assets or liabilities; failure to obtain value for money from the resources deployed; non-complaint financial reporting; or demand exceeding budgets.
Governance	Unclear plans, priorities, authorities, and accountabilities; or ineffective or disproportionate oversight of decision making or performance.
Health and Safety	Failure in processes, policies, environment, or equipment that create unsafe working conditions causing a person to suffer harm.
Information	A failure to produce robust, suitable and appropriate data or information that can be used to its full potential within permitted legal constraints.
Legal	Failure to take appropriate measures to meet legal or regulatory requirements or to protect assets; a legal event occurring that results in a liability or other loss; a defective

Risk Category	Example situations in which the risk may arise
	transaction, claim being made, or defence to a claim or counterclaim.
Operations	Inadequate, poorly designed, or ineffective/inefficient internal processes resulting in error, impaired customer service, non-compliance, or poor value for money.
Procurement and Commissioning	Weaknesses in the management of commercial partnerships, supply chains and contractual requirements, resulting in poor performance, inefficiency, poor value for money, fraud, or failure to meet business requirements or objectives.
Reputation	Adverse events, including ethical violations, a lack of sustainability, systemic or repeated failures, poor quality, or a lack of innovation, leading to damages to reputation and/or destruction of trust and relations.
Security	A failure to prevent unauthorised or inappropriate access to key systems and assets, including people, platforms, information, and resources. This encompasses the subset of cyber security.
Technology	Technology not delivering the expected services, benefits or quality due to inadequate or deficient system/process development and performance, or inadequate resilience.
Workforce	Ineffective leadership and engagement; suboptimal culture; inappropriate behaviours; the unavailability of sufficient capacity and capability; non-compliance with relevant employment legislation; or policies resulting in a negative impact on performance.

Risk Appetite

69.   Risk appetite is defined as the amount and type of risk that an organisation is willing to pursue or retain in order to achieve its priorities[1].

70.   It helps to define the level of exposure that can be justified and tolerated when balancing the benefits of taking the risk with the cost of mitigation.

71.   Levels of risk appetite can be defined as:

---

[1] ISO 31000, Guide 73 definition.

Risk Appetite Level	Overall Risk Score	Description
Averse	1-2	Avoidance of risk and uncertainty in any objective.
Minimalist	3-6	Preference for safe options that have a low degree of **original** risk.
Cautious	8-9	Preference for safe options that have a low degree of **current** risk.
Receptive	10-12	Willing to consider all options and choose one that is most likely to result in successful delivery.
Eager	15 or higher	Eagar to be innovative and to choose options that are based on maximising opportunities and accept greater uncertainty, even if those activities carry a very high current risk.

72.   All risks will be assigned a risk appetite score, based on the lowest, more risk averse appetite from the primary and secondary risk categories the risk is classified as.

73.   Risk appetites are set for each of the categories of risk using the risk scoring appetite matrix in Annex 3.

74.   Risk appetites will be reviewed annually by the Audit & Governance Committee, and approved by Cabinet, following recommendations from the Strategic Risk Working Group and CLT.

75.   Risk appetites for each of the risk categories used by the council are:

Risk Category	Risk appetite	Risk appetite score	Risk appetite description for the category (from Annex 3)
Environment	Cautious	8	Seeks to transparently demonstrate a course of action is justified, based on a balanced consideration of carbon reductions and environmental protections with implications for delivery of critical services and other strategic objectives.
Financial	Receptive	12	Prepared to invest for benefit and to minimise the possibility of financial loss by managing the risks to tolerable levels.
Governance	Cautious	9	Willing to consider actions where benefits outweigh risks. Processes, and oversight / monitoring arrangements enable cautious risk taking. Controls enable fraud prevention, detection and deterrence by maintaining appropriate controls and sanctions.

Risk Category	Risk appetite	Risk appetite score	Risk appetite description for the category (from Annex 3)
Health and Safety	Minimalist	6	Legislation adhered to and forms the minimum accepted level of control. Regular staff training and refresher courses. Regular reviews of risk assessments and processes.
Information	Cautious	9	Accepted need for operational effectiveness. Careful management of information and data through access controls and some monitoring for most information and data.
Legal	Cautious	9	Would want to be reasonably sure we would win any challenge.
Operations – Minimalist	Minimalist	6	Innovations largely avoided unless essential. Decision making authority held by senior management.
Operations – Cautious	Cautious	9	Tendency to stick with the status quo. Innovations generally avoided unless necessary. Decision making authority generally held by senior management. Management through leading indicators.
Operations - Open	Receptive	12	Innovation supported with clear demonstration of benefit or improvement in management control. Responsibility for non-critical decisions may be devolved.
Procurement and Commissioning	Receptive	12	Innovation supported with demonstration of benefit/improvement in service delivery. Responsibility for non-critical decisions may be devolved.
Reputation	Cautious	9	Appetite for risk taking limited to those events where there is little chance of any significant repercussions for the council.
Security	Cautious	8	Limited security risks accepted to support business need, with appropriate checks and balances in place: • Vetting levels may flex with teams as required. • Controls managing staff access and limiting visitor access to information, assets and estate. • Staff personal devices may be used for limited official tasks with appropriate permissions.
Technology	Receptive	12	Systems or technology developments are considered to enable improved delivery. Agile principles may be followed.

Risk Category	Risk appetite	Risk appetite score	Risk appetite description for the category (from Annex 3)
Workforce	Cautious	9	Seek safe and standard people policy. Decision making authority generally held by senior management.

Risk Responses

76.   After a risk has been identified and the original, untreated level of risk has been scored, consideration must be given to how to treat the risk.

77.   The council has five possible responses that determine what type of action should be taken:

Risk response	Description
Treat	Taking mitigating action to reduce or minimise the likelihood of an event occurring and/or to minimise its impact should it occur. This will require defined actions to be allocated to individuals, target implementation dates agreed and progress to be monitored.
Transfer	Transfer the risk to another party either by insurance or through a contractual arrangement. Responsibility for statutory functions cannot be fully transferred. The reputational implications of risks need to be managed since these cannot be transferred.
Tolerate	Make an informed decision that the risk is acceptable and make proper financial arrangements should it occur. This may occur where it is more appropriate to tolerate the risk than to spend resources attempting to further mitigate it. Current 'ongoing' controls or mitigating actions will need to be monitored.
Terminate	Where feasible, stop doing whatever it is that causes the risk and use alternative products or change processes.
Take opportunity	Consider other gains that may be made by applying the risk controls envisaged. These may have a positive impact beyond the activity being assessed.

Mitigating Actions

78.   Mitigating actions should directly reduce the likelihood of the risk occurring or the impact if the risk were to occur.

79.   Mitigating actions might include, but are not limited to:

- Implementation of policies or procedures.
- Use or development of systems.
- Insurance against financial impacts.
- Contracts to transfer risks to third parties. Note that responsibility for statutory functions cannot be fully transferred.
- Training and guidance procedures.

- Business continuity planning.
- Other control measures.

80. Mitigating actions can be either business-as-usual activities, transformation projects, or discrete service-level projects identified as part of the annual service planning process.

81. All mitigating actions should be recorded on the risk register and their effectiveness reviewed quarterly to ensure that they remain relevant, are being implemented or complied with, and are effectively reducing the current risk score. Progress with implementing mitigations should be captured and updated quarterly.

82. Mitigations where little progress is being made with implementation, or where the mitigations are having no impact on the current risk score, should be reported to Performance Outcome Boards and additional mitigations should be considered.

Risk Assurance

83. Risk assurance provides confidence that mitigating actions are in place, functioning, and having the desired effect. It provides the evidence to demonstrate the effectiveness of mitigations.

84. Demonstrating that mitigations are in place might involve capturing the location of policies, procedures or guidance that are listed as mitigating actions for a particular risk. It might also include evidence of the output from programmes or activities.

85. In addition to demonstrating mitigations exist, risk assurance also demonstrates that they are operating effectively and having the desired effect. This might include demonstrating that policies or procedures are being complied with, that officers are undertaking available training, or that projects are being successfully completed.

86. Risk assurance can be monitored internally within services, or involve the work of internal or external audit functions. It can also involve specialist assurance providers such as Ofsted, CQC, Defra, DHLUC, Peer Challenges or reviews.

87. Assurance mapping is the process of documenting the assurance activity available across the organisation. Although the driver of assurance mapping is often for audit purposes, assurance mapping can help to identify gaps or areas where the likelihood or impact of a risk might not be reduced as intended. In this way, assurance mapping can act as an early warning system to identify risks that are higher than they have currently been scored.

Issues

88. Issues are risks that have been realised, where there is no longer uncertainty about the likelihood of the risk occurring.

89. A register of corporate and strategic issues should be maintained and reported as per the process for reporting full risks described below.

90. Once a risk has happened, mitigating actions should be reviewed and refocused on reducing the impact and ensuring that contingency plans and business continuity plans are implemented.

91. The issue should continue to be regularly monitored and reviewed so that, should circumstances change, the issue can be returned to a risk.

Risk Reviews

92. Strategic and corporate risks must be reviewed by either the owner or contributing officer at least quarterly.

93. Emerging risks must be reviewed by the owner at least quarterly to determine whether there is enough information to define the risk and start to manage it.

94. Issues must be reviewed by the owner at least quarterly to determine whether they are still current, or whether the event has passed and the issue can be de-escalated back to a risk.

95. Reviews should ensure that the current likelihood and impact scores for the risk are accurate and up to date.

96. Reviews must also ensure that named officers are still in relevant posts, update progress on the implementation and effectiveness of mitigating actions, and establish whether anything has changed that may affect current levels of risk.

97. Reviews should also consider whether the risk is still relevant, whether it has occurred and become an issue, or whether it should be closed.

98. Urgent attention should be paid to risks where:

- The current risk score exceeds its appetite
- The current risk score is high or very high (a score of 15 or higher)
- The current risk score has increased since the previous review
- Little progress has been made with implementing mitigating actions
- Mitigating actions are not effectively reducing the current risk score.

99. For these risks, the review should determine whether additional mitigating actions are required to reduce the current risk score, and whether the risk should be escalated to a more senior officer for ownership or escalated to a higher tier of risk register.

Risk Escalation and De-escalation

100. Risks should be escalated up the hierarchy of risk registers, from change to service or from service to corporate, when any of the following criteria apply:

- The current risk score remains high or very high, with a score of 15 or higher, even after control measures and mitigating actions have been fully implemented.
- The current risk score exceeds the appetite boundaries set for the risk, even after control measures and mitigating actions have been fully implemented.

- The risk becomes unmanageable by responsible officers at the current level.
- The risk would impact beyond the current project, service or directorate as appropriate for the current tier of risk register.

101. Risks should be de-escalated to a lower tier of risk register when the criteria listed above no longer apply.

102. Escalation/de-escalation of a risk to the corporate risk register should be reviewed and agreed by the relevant Director or Head of Service, who will take responsibility for the decision.

103. Corporate risks that meet the escalation criteria above, or those that directly impact delivery of more than one mission in the council's Business Plan, should be re-formulated into new strategic risks.

104. Where multiple similar corporate risks are identified across several service areas, a new parent strategic risk should be created so that the overall level of risk can be monitored and mitigated at the strategic level. The scoring of this strategic risk should be informed by the scores of the related child corporate risks.

105. Responsibility for approval of new strategic risks rests with the Strategic Risk Working Group and CLT.

Risk Reporting

106. Risks do not remain static. Regular reporting on the council's risks is essential for ensuring all stakeholders remain informed of changing conditions, current performance in managing risk, and plans for dealing with future risks. Reporting also ensures that serious risk are effectively managed and drawn to the prompt attention of the relevant level of management.

107. Risks are reported as they are at the time of the report, against their risk appetite, rather than at the end of any prior quarterly or annual reporting period, to ensure that the information reported is current and accurate, and recent updates to risk scores can be acted on.

108. All strategic risks must be reported to CLT, Cabinet, and the Overview and Scrutiny Management Committee on a quarterly basis as part of the Performance and Risk Monitoring Report.

109. All current issues and emerging risks must be reported to CLT, Cabinet, and the Overview and Scrutiny Management Committee on a quarterly basis as part of the Performance and Risk Monitoring Report.

110. Corporate risks should be reported to CLT, Cabinet, and the Overview and Scrutiny Management Committee on a quarterly basis by exception if:

- The current score exceeds the appetite level set for the risk.
- The current score, with existing mitigations in place, is high or very high (a score of 15 or higher)
- The current risk score has increased by a score of 5 or more since the previous review.

111. National risks and the council's response to them will be reported to the Overview and Scrutiny Management Committee on an annual basis.

112. Performance Outcome Boards will receive 'deep dive' reports on relevant strategic and corporate risks on a quarterly basis.

113. Performance Outcome Boards will also receive quarterly exception reports for corporate risks using the same criteria as for Cabinet reporting, with additional exception reports for risks where little progress has been made in implementing mitigating actions.

114. Note that although risks may be reported to Cabinet or Overview and Scrutiny Management Committee, elected members may not have direct responsibility for risks where they relate to separate statutory responsibilities held by officers, as set out in Article 12(4) of Part 2 of the council's Constitution, such as the Returning Officer for elections.

Risk Closure

115. Risks may be closed by the Risk Owner if they are assessed by and agreed by the service to no longer be relevant, such as if a time-limited event has passed or if the work has been completed or is no longer conducted.

116. Risks that have been successfully mitigated to reduce their risk scores must not be closed, but should remain on the relevant risk register for regular review, to ensure that the mitigating actions continue to be effective in reducing the likelihood or impact of the risk.

Policy Reviews

117. This policy should be reviewed by the Executive Office at least annually to ensure that it remains accurate and relevant.

118. Any new relevant statutory requirements or legislation may prompt earlier reviews.

119. The Audit and Governance Committee will receive an annual report on the effectiveness of the council's risk management processes, including this Policy, and any changes made over the previous 12 months.

120. Minor changes and corrections should be approved by CLT in consultation with the Council Leader.

121. Substantive changes must be subjected to a consultation process including, but not limited to, the Strategic Risk Working Group, the Corporate Governance Group, and the Audit and Governance Committee, before being submitted to Cabinet for approval.

Acknowledgements

122. We thank colleagues at the City of London Corporation, Stafford Borough Council, and HMRC for sharing aspects of their risk management policies and strategies.

Annex 1: Glossary

Appetite	The amount and type of risk that the council is willing to pursue or retain in order to achieve its priorities.
Assurance	Evidence that mitigating actions mapped to a specific risk are in place and operating effectively, to give confidence that current risk scores are accurate.
Category	Groups of risks that are of a broadly similar type. Risk categories can be used to identify potential new risks and understand the overall risk profile. Risk categories are also used to determine the appropriate appetite level for the risk.
Cause	The cause is why something could go wrong. Used to consider what needs to be done to prevent a risk becoming an issue e.g. If [the cause] happens the risk will occur.
Child risk	One or more corporate risks that are related to a single parent strategic risk. Multiple services may have similar corporate risks that collectively influence the scoring of a single risk at the strategic level. For example, multiple services may have risks relating to staffing that are child risks of a single parent strategic risk on overall staffing across the council.
Corporate risk	Risks associated with decision making, internal processes, business systems or activities. Corporate risks are substantial risks that can no longer be managed at a service or project level. Corporate risks typically impact a whole directorate or service.
Current risk score	The risk score with existing controls in place. The current risk score is the risk as it is now with the mitigating actions in their current state of implementation. Previously called the residual score.
De-escalation	The movement of risks down the hierarchy of risk registers based on criteria around decreasing risk scores, ability of risk owners to manage a risk, and a narrowing of how widely the risk applies across the council.
Emerging risk	Where there may be high levels of uncertainty about a new event arising from changes in the organisation or external environment that cannot yet be properly assessed.
Escalation	The movement of risks up the hierarchy of risk registers based on criteria around increasing risks scores, inability of risk owners to manage a risk, and a broadening of how widely the risk applies across the council.
Event	The event is what could go wrong. This is where the uncertainty lies. A cause doesn't automatically lead to the event, but it makes the event possible. Use the cause and the event to score the likelihood of a risk occurring e.g. there is a risk that [event] will happen.

Effect	The effect is the potential outcome of the event. It is the impact on the service, the council or our residents. The effect is used to score the impact of the risk e.g. the risk leads to the [effect] happening.
Impact	This scores what the impact would be if the risk did occur from 1 (negligible) to 5 (catastrophic).
Issue	Issues are risks that have happened, where there is no longer uncertainty about the likelihood of the risk occurring.
Likelihood	The likelihood scores how likely the risk is to occur, from 1 (very unlikely) to 5 (very likely).
Mitigating action	A mitigating action is an activity aimed at reducing the likelihood of a risk occurring, or the impact if the risk were to occur. They can be business-as-usual activities or processes, discrete projects, or a transfer of the risk to a third party via a contract or insurance.
National risks	Risks that focus on large external events and perils. National risks are typically set and scored at the national level by central government, and cascaded to local authorities via Local Resilience Forums.
Opportunities	A risk where early identification of the uncertainty may present the opportunity to implement improvements in service provision.
Original risk score	The untreated risk score if no mitigating actions were to be implemented. Previously called the inherent score.
Owner	The person ultimately responsible for the risk, including ensuring that the appropriate response is implemented, where appropriate, to reduce the risk score.
Parent risk	A single strategic risk that is related to one or more child risks on the corporate risk register. Scoring of the parent strategic risk should take into account risk scores of all related child risks. For example, a parent strategic risk on staffing should consider the scores of any related staffing risks across multiple services.
Risk	The effect of uncertainty on objectives, which may be either threats or opportunities.
Risk ID	A unique identifier permanently assigned to a risk, allowing it to be tracked across different risk registers over time.
Risk level	The division of risk scores across five levels ranging from very low to very high. Risk levels can be used to produce colour-coded heatmaps for risk reporting.
Risk long name	A meaningful name used to identify the risk on reports and the Strategic Risk Summary for Cabinet.
Risk management	The planned and systematic approach to identifying and addressing uncertainty, with the goal of anticipating events, adapting to change, increasing the probability of success and reducing the probability of failure in achieving objectives, by minimising threats and maximising opportunities that arise.

Risk management cycle	An ongoing process that starts with the identification and definition of risks, followed by analysis and evaluation of the potential likelihood and impact of the risk. An appropriate response is then selected, which may include implementation of mitigating actions to reduce the risk score. The risk is regularly reviewed and monitored, including horizon scanning to identify new or emerging risks.
Risk register	A tool used to capture and manage information about risks throughout the risk management cycle. The information held in the risk register can be used for reporting on risks.
Risk scores	The risk score is calculated by multiplying the likelihood by the impact. Scores of 15 or above are high and very high risks. Scores of 6 or below are low or very low risks.
Risk short name	Used to identify a risk when completing the risk register or discussing risks with colleagues.
Service risk	Risks that are specific to the operations of a service, resulting in service levels being degraded, faulty, or failing to perform. Responsibility for these risks may rest with Heads of Service rather than Directors or Corporate Directors.
Strategic risk	Significant and/or long-term risks that would impact the wider council, are the responsibility of the wider council to mitigate, or would significantly impact the council's ability to achieve its stated aims.
Target risk score	The target score aimed for if all mitigating actions are successfully implemented. It is the risk score aimed for by a specific date.
Tiers of risk	The level at which the risk applies, which might be council-wide, within a directorate, within a service, or specific to a project or transformation programme. The tier determines which risk register the risk is recorded on (strategic, corporate, service, or project).

Annex 2: Risk Impact Scoring Matrix

123.   The following matrix can be used to determine the appropriate impact score for different categories of risk.

	1 Negligible	2 Moderate	3 Substantial	4 Critical	5 Catastrophic
Environment	The risk or incident has a negligible negative impact on climate and the environment in the short or long term. There is negligible impact on the vulnerability of local habitats, wildlife, agriculture, businesses, infrastructure or the delivery of critical council services to climate change, environmental impacts or incidents.	The risk or incident has a moderate negative impact on climate and the environment in the short or long term. There is moderate impact on the vulnerability of local habitats, wildlife, agriculture, businesses, infrastructure or the delivery of critical council services to climate change, environmental impacts or incidents.	The risk or incident has a substantial negative impact on climate and the environment in the short or long term; and can cause short term persistent contamination to the local area and may cause some short-term health impacts. There is substantial impact on the vulnerability of local habitats, wildlife, agriculture, businesses,	The risk or incident has a critical negative impact on climate and the environment in the short or long term; and can cause persistent medium-term contamination to the local area and may cause some loss of life or significant health impacts. There is critical impact on the vulnerability of local habitats, wildlife, agriculture, businesses,	The risk or incident has a catastrophic negative impact on climate and the environment in the short or long term; and can cause long terms or irreparable contamination to the local area and may cause widespread loss of life. There is catastrophic impact on the vulnerability of local habitats, wildlife, agriculture, businesses,

	1 **Negligible**	2 **Moderate**	3 **Substantial**	4 **Critical**	5 **Catastrophic**
			infrastructure or the delivery of critical council services to climate change, environmental impacts or incidents.	infrastructure or the delivery of critical council services to climate change, environmental impacts or incidents.	infrastructure or the delivery of critical council services to climate change, environmental impacts or incidents.
Financial	Possible financial impact manageable within service budget. Unbudgeted financial loss or unplanned increase on service budget of up to 1% of annual Head of Service net budget. Robust long-term treasury management with utilities and debts fixed at low rates,	Financial impact manageable within existing service budget. Unbudgeted financial loss or unplanned increase on service budget of up to 2% of annual Head of Service net budget. Treasury management secures beneficial rates for utilities, debt and investments over the medium term.	Financial impact manageable within existing Directorate budget. Unbudgeted financial loss or unplanned increase on service budget of up to 3% of annual Head of Service net budget. Treasury management reliant on variable rates, resulting in substantial exposure to	Financial impact manageable within existing council budget. Unbudgeted financial loss or unplanned increase on service budget of up to 4% of annual Head of service net budget. Treasury management reliant on variable rates, resulting in critical exposure to non-beneficial	Financial impact not manageable within existing funds. Unbudgeted financial loss or unplanned increase on service budget of over 5% of annual Head of Service net budget. Significant failures in treasury management, with utilities and debt locked into long-term fixes at high rates, and/or investments fixed

	1 **Negligible**	2 **Moderate**	3 **Substantial**	4 **Critical**	5 **Catastrophic**
	and investments fixed at high rates.		changes in interest rates.	changes in interest rates.	at low rates, with catastrophic financial impacts on procurement and investments.
Governance	No incidents of fraud against or within the council. No decisions taken outside of processes and oversight / monitoring arrangements. All plans and priorities clearly defined with effective decision making and robust accountability.	Potential for fraud against or within the council. Decisions rarely taken outside of processes and oversight / monitoring arrangements. Most plans and priorities well-defined with effective decision making and clear accountability.	Occasional incidents of fraud against or within the council. Decisions occasionally taken outside of processes and oversight / monitoring arrangements. Defined plans and priorities with consistent decision making and some accountability.	Regular incidents of fraud against or within the council. Decisions often taken outside of processes and oversight / monitoring arrangements. Vague plans and priorities with inconsistent decision making and unclear accountability.	Frequent incidents of fraud against or within the council. Decisions frequently taken outside of processes and oversight / monitoring arrangements, resulting in ineffective decision making. Unclear plans and priorities with ineffective decision making and no accountability.

	1 Negligible	2 Moderate	3 Substantial	4 Critical	5 Catastrophic
Health and Safety	Incident occurred but no time lost. Outcomes not notifiable to an enforcement agency. Fully compliant with all employer/landlord responsibilities and robust maintenance contracts, ensuring the safety of all council tenants.	Slight injury, harm or discomfort to one or more people. No time lost. Outcomes not notifiable to an enforcement agency. Gaps in compliance with some employer/landlord responsibilities and adequate maintenance contracts, but with no resulting safety breaches for council tenants.	Injury or harm to one or more people of a temporary nature but does not require sustained on-going treatment. Limited time off work required. Outcomes notifiable to the relevant enforcement agency. Substantial gaps in compliance with employer/landlord responsibilities and/or inadequate maintenance contracts, with potential safety implications for council tenants.	Severe injury or harm to an individual or several people. Sustained time off work above 3 months. Outcomes likely to attract the attention of the relevant enforcement agency. Substantial gaps in compliance with most employer/landlord responsibilities and failings in maintenance contracts, resulting in harm to one or a few council tenants.	Death of one or more people. Significant life changing / threatening injuries to one or more people. Outcomes certain to require action by the relevant enforcement agency. No compliance with employer/landlord responsibilities and substantial failings in maintenance contracts, resulting in significant harm to council tenants.

	1 **Negligible**	2 **Moderate**	3 **Substantial**	4 **Critical**	5 **Catastrophic**
Information	No data breaches. Data fully exploited for all decision making. Robust data retention policies and strong implementation results in low storage costs for retention of only essential data.	Data breach of non-confidential or non-personal data. Data exploited for most decision making. Data retention policies are implemented for most types of data, reducing data storage costs.	Data breach of confidential or personal data but where individuals do not need to be informed and with no action taken by the ICO. Data used to inform critical decision making only. Data retention policies are not routinely implemented, resulting in poor data management and retention of large amounts of non-essential data.	Data breach of highly confidential data or personal data, where individuals need to be informed and/or resulting in a fine from the ICO at the standard penalty level. Data only occasionally used to inform critical decision making. Data retention policies only cover statutory requirements and committees, resulting in uncontrolled retention of other types of data and high storage costs.	Significant breach of highly sensitive, special category, or personal data resulting in an ICO fine at the higher penalty level. Data not used to inform decision making. Uncontrolled data retention resulting in high storage costs.

	1 Negligible	2 Moderate	3 Substantial	4 Critical	5 Catastrophic
Legal	Legal action against the council unlikely. Localised service-level deviation from duties. Potential claim than up to £50,000 or potential costs up to £25,000. Properties with a capital value of up to £150,000.	Legal action against the council possible. Minor breach of duty resulting in disciplinary action. Potential claim greater than £50,000 or potential costs greater than £25,000. Properties with a capital value of more than £150,000.	Legal action against the council likely. Moderate breach of duty resulting in disciplinary action. Potential claim greater than £150,000 or potential costs greater than £50,000. Properties with a capital value of more than £450,000.	Legal action against the council expected. Significant breach of duty resulting in fines and/or disciplinary action leading to gross misconduct. Potential claim greater than £300,000 or potential costs greater than £100,000. Properties with a capital value of more than £800,000 or contracts that have a significant impact on council services.	Legal action underway or almost certain and difficult to defend. Catastrophic breach of duty resulting in fines and imprisonment. Potential claim greater than £500,000 or potential costs greater than £150,000. Properties with a capital value of more than £1,000,000 or contracts that have a critical impact on council services. Matters where there is significant political interest or involving issues concerning the

	1 Negligible	2 Moderate	3 Substantial	4 Critical	5 Catastrophic
					reputation of the council.
Operations	Brief disruption of less than 1 day. Affects a project or team. Possible impacts to non-vulnerable groups.	Loss of service for 1-2 days. Affects one or a few services. Impacts to non-vulnerable groups.	Loss of service for 2-3 days. Affects a single Directorate. Definite impacts to non-vulnerable groups. Possible impacts upon property accessed by the public and officers.	Loss of service for 3-5 days. Affects most Directorates. Impacts to small numbers of vulnerable people. Definite impacts to non-vulnerable groups. Impacts upon property accessed by the public and officers.	Loss of service for more than 5 days. Affects the whole council. Impacts vulnerable groups. Impacts upon property accessed by the public and officers.
Procurement and Commissioning	All contracts are below the allocated budget with all services included. Robust supply chains with certainty of supply procured under the allocated budget.	Contracts are on budget with all services included. Reliable supply chains procured within the allocated budget. Full return on investment in the proposed timescales.	Contracts require compromises on non-key services included to remain within budget. Consistent supply chains but requiring additional budget to procure.	Contracts remain within budget but with key services not included. Unreliable supply chains. Full return on investment unlikely within extended timescales.	Contracts exceed allocated budget or key services not included. Frequent disruption to supply chains. Return on investment remains unpaid

	1 Negligible	2 Moderate	3 Substantial	4 Critical	5 Catastrophic
	Full return on investment in less than the proposed times scales.		Short extension required to proposed timescales in order to achieve full return on investment.		despite extended timescales.
Reputation	Matter contained within section/ service. Minor adverse local publicity.	Negative local publicity. Negative local public opinion generating complaints.	Sustained negative local publicity. Negative publicity in municipal press affecting standing in professional local government community. High proportion of negative customer complaints.	Negative national publicity. Low public confidence in members and officers in ability to deliver services.	Sustained negative national publicity. Resignation or removal of Corporate Director or elected member. Breakdown of multiple partnership working
Security	All council buildings, systems, information, and assets secured with access	Failings or gaps in access restrictions to council buildings, systems, information, or assets, but not	Unauthorised staff access to council buildings, systems, information, or assets due to breaches of	Unauthorised public access permitted to buildings, systems, information, or assets resulting in	Unauthorised access to the public to buildings, systems, information, or assets resulting in substantial loss or

	1 Negligible	2 Moderate	3 Substantial	4 Critical	5 Catastrophic
	restrictions in place. No incidents where staff working in customer facing roles or in residents' homes are threatened.	resulting in intrusions, damage, loss or data breaches. Occasional incidents where staff working in customer facing roles or in residents' homes are threatened.	internal access restrictions, resulting in limited intrusions, minor damage, or loss of non-sensitive data. Staff working in customer facing roles or in residents' homes are often threatened.	intrusions, loss or minor damage to council buildings or assets, or external data breaches. Staff working in customer facing roles or in residents' homes are regularly threatened.	damage to council buildings or assets, danger to the safety of people, or loss of critical information and/or personal data. Staff working in customer facing roles or in residents' homes are frequently threatened.
Technology	Limited systems downtime with some services unavailable for a few hours. Workarounds possible and no operational impact. All systems can be restored from backup with no loss of data.	Brief downtime of non-critical systems for 1-2 days. Limited operational impact on non-critical services. All critical systems can be fully restored from backup, with minimal loss of	Downtime of core systems for 2-3 days. Some operational impact on critical services. Critical data can mostly be restored from backup but with some loss of system data.	System failure with critical systems unavailable for 3-5 days. Substantial operational downtime impacting most services. Systems can only be partially restored from	Significant system failures with critical services unavailable for more than 5 days. Widespread operational downtime impacting all services. Systems can't be restored from backup resulting

	1 Negligible	2 Moderate	3 Substantial	4 Critical	5 Catastrophic
	All systems fully deliver required functionality.	non-critical system data. Systems mostly deliver required functionality.	Only critical Systems deliver required functionality.	backup, resulting in partial loss of system data or loss of data integrity. Critical systems do not deliver required functionality.	in permanent loss of critical system data. Most systems do not deliver required functionality.
Workforce	Some short-term vacancies in non-critical services with no impact on service delivery. Overall wellbeing is very high, with high levels of staff retention and low sickness rates. Staff have the required skills and experience to deliver high quality services. The workforce delivers high quality services,	Several short-term vacancies in non-critical services with minor impacts on service delivery. Overall wellbeing and is high, with good levels of staff retention and medium sickness rates. Staff have most skills and experience required to ensure delivery of services.	Several long-term vacancies impacting on delivery of non-critical services. Overall wellbeing is average, with medium levels of staff retention and high sickness rates. Staff lack relevant skills, resulting in an underperforming workforce and poor quality of service provision.	Unable to fill key staff vacancies in critical services leading to gaps in provision of critical services. Overall wellbeing is poor, with high rates of staff turnover and areas of long-term sickness. Staff lack core skills and experience, leading to gaps in service provision.	Long-term inability to fill staff vacancies resulting in an inability to deliver critical services. Very poor staff wellbeing, with very high staff turnover rates and significant long-term sickness rates. Lack of critical skills and experience, significantly impact on the

	1 **Negligible**	2 **Moderate**	3 **Substantial**	4 **Critical**	5 **Catastrophic**
	with high levels of customer satisfaction and positive feedback across most areas of service delivery.	The workforce delivers quality services, with medium levels of customer satisfaction and positive feedback on delivery of some services.	The workforce delivers most services, with low levels of customer satisfaction and increasing levels of customer complaints for some services.	The workforce is unable to deliver critical services, with poor levels of customer satisfaction and regular customer complaints.	workforce's ability to deliver services. The workforce is unable to deliver most services, with very poor levels of customer satisfaction and high levels of customer complaints.

Annex 3: Risk Appetite Matrix

124. The following matrix can be used to determine the appropriate appetite level for different categories of risk. It is based on risk appetite guidance provided by HM Treasury, including the UK Government's 'Orange Book' series.

125. Yellow highlighted boxes indicated where the council's risk appetite for a given category currently sits.

Risk category	Risk appetite level and associated risk score				
	Averse	**Minimalist**	**Cautious**	**Receptive**	**Eager**
	Very low risk score acceptable 1-2	**Low risk score acceptable 3-6**	**Lower medium risk score acceptable 8-9**	**Higher medium risk score acceptable 10-12**	**High or very high risk score acceptable 15 or higher**
Environmental	Zero appetite for not meeting net zero and environment aims. Decarbonising and environmental policies are main priorities. Avoiding making the causes and impacts of climate change worse, and taking actions to improve our climate and environmental impacts are key objectives.	Prepared to accept minimal climate or environmental impacts if essential to the delivery of other critical services. Preference to take mitigating actions on environmental impacts of council operations, which may result in reduced performance outcomes or impact	Seeks to transparently demonstrate a course of action is justified, based on a balanced consideration of carbon reductions and environmental protections with implications for delivery of critical services and other strategic objectives.	Willing to risk not meeting net zero and environment targets and the implications for climate change in order to achieve other objectives.	Willing to take the risk of uncontrolled climate change and environmental damage. Willing to risk increased carbon emissions in pursuit of other ambitions and performance. Willing to risk vulnerability to frequent and wide-ranging impacts of climate change.

Risk category	Risk appetite level and associated risk score				
	Averse	Minimalist	Cautious	Receptive	Eager
	Very low risk score acceptable 1-2	Low risk score acceptable 3-6	Lower medium risk score acceptable 8-9	Higher medium risk score acceptable 10-12	High or very high risk score acceptable 15 or higher
		delivery of other objectives.			
Financial	Avoidance of any financial impact or loss is a key objective.	Only prepared to accept the possibilities of very limited financial impact if essential to delivery.	Seek safe delivery options with little residual financial loss only if it could yield upside opportunities.	Prepared to invest for benefit and to minimise the possibility of financial loss by managing the risks to tolerable levels.	Prepared to invest for the best possible benefit and accept possibility of financial loss (controls must be in place).
Governance	Avoid actions with associated risk. No decisions taken outside of processes and oversight/ monitoring arrangements. Organisational controls minimise risk of fraud, with significant resource focused on detection and prevention.	Willing to consider low risk actions which support delivery of priorities and objectives. Processes, and oversight / monitoring arrangements enable limited risk taking. Organisational controls maximise fraud prevention, detection and	Willing to consider actions where benefits outweigh risks. Processes, and oversight / monitoring arrangements enable cautious risk taking. Controls enable fraud prevention, detection and deterrence by maintaining appropriate controls and sanctions.	Receptive to taking difficult decisions when benefits outweigh risks. Processes, and oversight/ monitoring arrangements enable considered risk taking. Levels of fraud controls are varied to reflect scale of risks with costs.	Ready to take difficult decisions when benefits outweigh risks. Processes, and oversight / monitoring arrangements support informed risk taking. Levels of fraud controls are varied to reflect scale of risk with costs.

Risk category	Risk appetite level and associated risk score				
	Averse	**Minimalist**	**Cautious**	**Receptive**	**Eager**
	Very low risk score acceptable 1-2	**Low risk score acceptable 3-6**	**Lower medium risk score acceptable 8-9**	**Higher medium risk score acceptable 10-12**	**High or very high risk score acceptable 15 or higher**
		deterrence through robust controls and sanctions.			
Health and Safety	No appetite for staff undertaking any activities that may carry a risk to health and safety. Stringent controls to comply with legislation.	Legislation adhered to and forms the minimum accepted level of control. Regular staff training and refresher courses. Regular reviews of risk assessments and processes.	Legislation adhered to and regular staff training in place. Regular reviews of risk assessments and processes for all activities involving a higher degree of equipment usage.	Legislation mostly adhered to but with occasional breaches. Training in place to ensure staff are aware of health and safety risks. Risk assessments written but not regularly reviewed.	Legislation not adhered to with frequent breaches. No controls or training in place. All staff able to exercise their own judgment on acceptable levels of risk.
Information	All information and data are locked down. Access is tightly controlled with high levels of monitoring.	Access to and the distribution of information and data is highly controlled with monitoring in place.	Accepted need for operational effectiveness. Careful management of information and data through access controls and some monitoring for most	Accepted need for operational effectiveness in the distribution and sharing of information and data. Access controls and monitoring only for	Levels of control minimised with data and information openly shared. No monitoring.

Risk category	Risk appetite level and associated risk score				
	Averse	**Minimalist**	**Cautious**	**Receptive**	**Eager**
	Very low risk score acceptable 1-2	**Low risk score acceptable 3-6**	**Lower medium risk score acceptable 8-9**	**Higher medium risk score acceptable 10-12**	**High or very high risk score acceptable 15 or higher**
			information and data.	specific types of information.	
Legal	Avoid anything that could be challenged, even unsuccessfully.	Would want to be very sure we would win any challenge.	Would want to be reasonably sure we would win any challenge.	Challenge would be problematic. We are likely to win and the gain will outweigh the adverse impact.	Chances of losing are high but exceptional benefits could be realised.
Operations	Defensive approach to operational delivery – aim to maintain/protect, rather than create or innovate. Priority for close management controls and oversight with limited devolved authority.	Innovations largely avoided unless essential. Decision making authority held by senior management.	Tendency to stick with the status quo. Innovations generally avoided unless necessary. Decision making authority generally held by senior management. Management through leading indicators.	Innovation supported with clear demonstration of benefit or improvement in management control. Responsibility for non-critical decisions may be devolved.	Innovation pursued. Desire to 'break the mould' and challenge current working practices. High levels of devolved authority. Management by trust and lagging indicators rather than close control.
Procurement and Commissioning	Zero appetite for untested commercial agreements. Priority for close management	Appetite for risk taking limited to low scale procurement activity. Decision making authority	Tendency to stick to the status quo. Innovations generally avoided unless necessary.	Innovation supported with demonstration of benefit/improvement in service delivery.	Innovation pursued. Desire to 'break the mould' and challenge current working practices.

Risk category	Risk appetite level and associated risk score				
	Averse **Very low risk score acceptable** **1-2**	**Minimalist** **Low risk score acceptable** **3-6**	**Cautious** **Lower medium risk score acceptable** **8-9**	**Receptive** **Higher medium risk score acceptable** **10-12**	**Eager** **High or very high risk score acceptable** **15 or higher**
	controls and oversight with limited devolved authority.	held by senior management.	Decision making authority generally held by senior management through leading indicators.	Responsibility for non-critical decisions may be devolved.	High levels of devolved authority. Management by trust or lagging indicators rather than close control
Reputation	Zero appetite for any decisions with a high chance of repercussion for the council's reputation.	Appetite for risk taking limited to those events where there is no chance of any significant repercussions for the council.	Appetite for risk taking limited to those events where there is little chance of any significant repercussions for the council.	Appetite to take decisions with the potential to expose the council to additional scrutiny, but only where appropriate steps are taken to minimise exposure.	Appetite to take decisions that are like to bring additional council scrutiny only where potential benefits outweigh the risks.
Security	No tolerance for security risks causing loss or damage to council property, assets, information or people. Stringent measures in place including:	Risk of loss or damage to council property, assets, information, or people minimised through stringent security measures including:	Limited security risks accepted to support business need, with appropriate checks and balances in place: • Vetting levels may flex with teams as required.	Considered security risk accepted to support business need, with appropriate checks and balances in place. • New starters may commence	Organisation willing to accept security risk to support business need with appropriate checks and balances in place: • New starters may commence

Risk category	Risk appetite level and associated risk score				
	Averse **Very low risk score acceptable** **1-2**	**Minimalist** **Low risk score acceptable** **3-6**	**Cautious** **Lower medium risk score acceptable** **8-9**	**Receptive** **Higher medium risk score acceptable** **10-12**	**Eager** **High or very high risk score acceptable** **15 or higher**
	• Staff vetting at the highest appropriate level. • Controls limiting staff and visitor access to information, assets, and estate. • access to staff personal devices restricted in council sites.	• All staff vetted levels defined by role requirements. • Controls limiting staff and visitor access to information, assets and estate. • Staff personal devices permitted but may not be used for official tasks.	• Controls managing staff access and limiting visitor access to information, assets and estate. • Staff personal devices may be used for limited official tasks with appropriate permissions.	employment following partial completion of vetting processes. • Controls limiting visitor access to information, assets and estate. • Staff personal devices may be used for official tasks with appropriate permissions.	employment, following partial completion of vetting processes. • Controls limiting visitor access to information, assets and estate. • Staff personal devices permitted for official tasks.
Technology	General avoidance of system or technological developments.	Only essential systems or technology development to protect current operations.	Consideration given to adoption of established or mature systems and technology improvements. Agile principles are considered.	Systems or technology developments are considered to enable improved delivery. Agile principles may be followed.	New technologies are viewed as a key enabler of operational delivery. Agile principles are embraced.

Risk category	Risk appetite level and associated risk score				
	Averse	**Minimalist**	**Cautious**	**Receptive**	**Eager**
	Very low risk score acceptable 1-2	**Low risk score acceptable 3-6**	**Lower medium risk score acceptable 8-9**	**Higher medium risk score acceptable 10-12**	**High or very high risk score acceptable 15 or higher**
Workforce	Priority to maintain close management control and oversight. Limited devolved authority. Limited flexibility in relation to working practices. Development investment in standard practices only.	Decision making authority held by senior management. Development investment generally in standard practices.	Seek safe and standard people policy. Decision making authority generally held by senior management.	Prepared to invest in our people to create an innovative mix of skills environment. Responsibility for noncritical decisions may be devolved.	Innovation pursued. Desire to 'break the mould' and challenge current working practices. High levels of devolved authority. Management by trust rather than close control.

Based on:

126. Government Finance Function, 2021. *Risk Appetite Guidance Note v2.0*. London: HM Treasury. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1012891/20210805_-_Risk_Appetite_Guidance_Note_v2.0.pdf [Accessed 22 September 2023].

127. HM Treasury, 2006. *Thinking about risk. Managing your risk appetite: A practitioner's guide*. London: MH Treasury. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191519/Setting_and_communicating_your_risk_appetite.pdf [Accessed 22 September 2023].

Risk Management Policy – key changes

Wiltshire Council's new Risk Management Policy aligns our risk management processes with **best practice within the sector**, as well as the CIPFA '3 lines of defence' model for governance.

The new policy uses a **new 5x5 matrix for scoring the likelihood and impact** of a risk. This aligns us with the majority of our external partners, as well as most other local authorities. This matrix is divided into five risk levels, ranging from very low to very high.

We have introduced **new risk appetite levels**, to help describe the risk scores we are prepared to tolerate for different types of activity:

- Averse – risk scores of 1-2
- Minimalist – risk scores of 3-6
- Cautious – risk scores of 8-9
- Receptive – risk scores of 10-12
- Eager – risk scores of 15 or higher

These risk appetite levels have been allocated to **12 new risk categories**, allowing for appetite to be applied at a more granular level. For the operational category, three appetite levels have been created: 'operations – minimalist', 'operations – cautious' and 'operations – open', recognising that some services may have a lower tolerance for risk than others.

Risks are now scored three times:

- Firstly, the **original, untreated risk** with no mitigating actions in place.
- Then the **target risk**, aimed for once all mitigating actions are fully implemented and working effectively.
- Finally, the **current, treated risk** with current mitigating actions as they are now.

Current risk scores are reviewed quarterly, with the current risk score and status of mitigating actions regularly reviewed and monitored.

Risks are now managed across several tiers, including strategic, corporate, service, change, and national level risks, which broadly align to the management hierarchy of the Council. **New criteria have been established for escalating and de-escalating risks** between tiers, based on risks that exceed their appetite, have high or very high current scores, or impact beyond the current project, service or directorate as appropriate for the tier.

New criteria for reporting risks to Cabinet have also been developed. Quarterly strategic risk summaries will now cover strategic risks as well as any corporate risks exceeding their appetite, with high or very high current scores, or with rapidly increasing risk scores, allowing for improved scrutiny of risks impacting the Council's strategic priorities.

Finally, **guidance for officers has been improved**, with examples to help with scoring risk likelihood and impact for all risk categories, as well as separate 'How to…' guides that include worked examples for different aspects of risk management.

This page is intentionally left blank

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Revised New Forest Mitigation Strategy to manage recreational pressures on the New Forest Protected Sites**
Cabinet Member:	**Cllr Nick Botterill - Cabinet Member for Finance, Development Management and Strategic Planning**
Key Decision:	**Key**

Executive Summary

Approval is sought to update the Council's current interim strategic approach to mitigating the visitor and recreational pressure on the New Forest internationally protected sites which comprises the New Forest Special Protection Area (SPA), New Forest Special Area of Conservation (SAC) and New Forest Ramsar site (hereafter referred to as the New Forest protected sites) arising as a result of development in Wiltshire.

These international statutory wildlife site designations are legally protected. For planning applications and plans that will result in new residential and tourism development within the zone of influence from the New Forest protected sites, and which therefore have potential to adversely affect the protected sites due to an increase in recreational pressure, appropriate assessments must be carried out by Wiltshire Council. This is in line with the Conservation of Habitats and Species Regulations 2017 (as amended).

To enable such applications and plans to be approved there must be certainty that new development can be appropriately and adequately mitigated and that effects on the New Forest protected sites can be suitably offset. Accordingly, for planning permission to be granted the appropriate assessments need to be concluded favourably.

The current strategy comprised an interim approach which would apply until a co-ordinated strategic approach is agreed with the New Forest National Park Authority and other neighbouring planning authorities. It was reviewed by Natural England in March 2023 with full acknowledgement that the strategy would require further review and revision to support the emerging Local Plan Review (draft Local Plan). Therefore, a revised longer-term strategic approach is now proposed.

The revised strategic approach has been developed alongside the draft Local Plan and will support delivery of planned growth within the 13.8km and 15km zones of influence, by ensuring that mitigation is delivered to address the potential for effects on the New Forest internationally protected sites as a result

of the increase in recreational pressure that will be generated by new residential and tourism development.

The allocations in the draft Local Plan and any windfall development coming forward for new residential and tourism development over the next plan period will need to adhere to the revised requirements in the new mitigation strategy, in respect of Suitable Alternative Greenspace (SANG) / Green Infrastructure (GI) and a contribution to Strategic Access Management and Monitoring (SAMM) measures, as follows:

- All residential and tourism development, whether that be smaller scale (1-49 dwellings) or large scale (50+ dwellings), within the 13.8km zone of influence will need to contribute towards the funding of the package of mitigation measures set out in the New Forest SAMM report produced by Footprint Ecology at the rate of £600 per new dwelling/unit.
- All allocations and applications for development of 50 or more dwellings within the 13.8km zone will be expected to provide SANGs / GI, ideally on site.
- Developments of 50 and more dwellings beyond the 13.8km zone, and out to 15km may also need to provide mitigation. This is consistent with the approach currently adopted under the interim strategy, and the requirement for mitigation will be assessed on a case-by-case basis and will apply where HRA demonstrates a potential for adverse effects on the New Forest protected sites and / or where development necessitates an Environmental Impact Assessment (EIA).
- Proposed tourism accommodation developments of more than 50 units within the 13.8km zone will need to be assessed on a case-by-case basis, and where HRA demonstrates potential for adverse effects on the New Forest protected sites, there may be a need for mitigation in the form of appropriate SANG/GI. In instances where such development would trigger the requirement for GI, there will still be a requirement for the £600 per unit tariff to be secured towards strategic SAMM measures.

Securing SAMM contributions for all developments, in combination with the requirement for SANG / GI where appropriate, will provide mitigation for growth. This approach recognises that whilst provision of SANG / GI can offset a proportion of impacts upon the New Forest protected sites by reducing the number of visits by people from new residential and tourism development, provision of green space alone cannot wholly eliminate and offset all potential additional visitor and recreational pressure.

The revised proposed approach will apply to any future development, including those granted planning permission and coming forward via permitted development rights that result in a net increase in residential units (i.e. C3 Use Class), located within 13.8km of the New Forest protected sites. The rationale for the proposed change in approach is augmented by the evidence presented in the New Forest SAMM report.

Implementation of the proposed revised strategic approach to mitigation will ensure a consistent strategic approach across the local authority areas that lie within the zone of influence and co-ordination with the other Local Planning Authorities on the New Forest Strategic Mitigation Project Steering Group. It will

also ensure that in-combination effects of housing across the zone of influence can be suitably addressed and offset.

Proposals

That Cabinet

1) Approve the revised strategic approach to mitigating the visitor and recreational pressure on the New Forest protected sites arising as a result of development in Wiltshire.

2) Agrees that in accordance with the requirements of the Habitats Regulations and case law the revised strategic approach applies to all qualifying development seeking outline, full, reserved matters and discharge of condition approval.

3) Agrees the initial price for the SAMM will be £600 (plus legal and admin fees) per dwelling, subject to annual review.

4) Notes that the ring-fenced CIL fund will cover all completions covered under the interim strategy until the new strategy is in place and that any remaining CIL fund will be used to help deliver a transition phase for live planning applications.

5) Delegates authority for the Corporate Director of Place in consultation with the Cabinet Member for Finance, Development Management and Strategic Planning to finalise the new strategic mitigation strategy.

Reason for Proposals

To demonstrate the Council's ongoing commitment to deliver a recreation mitigation strategy that is sufficiently robust to address recreational pressure on the New Forest protected sites arising from development in Wiltshire. To seek approval for revisions to the Council's New Forest recreation mitigation strategy, given that the current strategy comprises an interim strategy; to set the price for revised strategic mitigation and to agree the revised funding mechanism.

Also, to ensure consistency of approach with other Local Planning Authorities (LPAs) whose authority areas likewise fall wholly or partly within the defined 13.8km zone of influence that is applicable in respect of recreational pressure on the New Forest protected sites.

Parvis Khansari
Corporate Director - Place

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Revised New Forest Mitigation Strategy to manage recreational pressures on the New Forest Protected Sites**
Cabinet Member:	**Cllr Nick Botterill - Cabinet Member for Finance, Development Management and Strategic Planning**
Key Decision:	**Key**

Purpose of Report

1. The purpose of this report is to:

   Confirm the revised strategic approach that Wiltshire Council will adopt in order to mitigate recreational impacts associated with new developments within the identified zones of influence on the New Forest protected sites.

Relevance to the Council's Business Plan

2. The Business Plan 2022-2023 'Sustainable Environment' seeks to improve and protect biodiversity and to promote and encourage sustainable sympathetic development. Delivery of new homes where they are needed through implementation of the Wiltshire Core Strategy and Local Plan Review in a way to ensure a 'Thriving Economy'.

Background

3. The New Forest comprises one of the largest tracts of semi natural vegetation in the country and has been afforded three international statutory wildlife site designations: namely the New Forest Special Protection Area (SPA), New Forest Special Area of Conservation (SAC) and New Forest Ramsar site, hereafter referred to as the New Forest protected sites. The New Forest has also been designated as a National Park which encompasses the whole of the area comprising the New Forest protected sites, as well as a stretch of coastline.

4. The council as Local Planning Authority (LPA) is required under the Conservation of Habitats and Species Regulations 2017 (as amended) (the Habitats Regulations) to ensure that any adverse impacts arising from development can be mitigated to avoid harm to internationally important nature conservation sites, which are protected by law. This requirement applies at both the plan-making and decision-taking stage.

5. The council uses 'Appropriate Assessment' to test whether proposals meet the requirements in the Habitats Regulations. It is unlawful for the council to permit planning applications unless these assessments can be concluded favourably. The council as competent authority under the Habitats Regulations, must consult Natural England and have regard to their advice in preparing assessments.

6. The New Forest National Park comprises the most intensively visited of England's National Parks (New Forest National Park Authority (NFNPA), 2010) and the New Forest protected sites are likewise subject to substantial levels of visitor and recreational pressure. In 2018, six local planning authorities (LPAs) (Eastleigh Borough Council, New Forest District Council, NFNPA, Test Valley Borough Council, Southampton City Council and Wiltshire Council) secured funding via the Government's 'Planning Delivery Fund' to support work to enable planned development to come forward whilst protecting the integrity of the New Forest's internationally protected sites.

7. The funding secured was used to commission Footprint Ecology to conduct visitor surveys; update the evidence regarding recreational effects from planned development on the New Forest protected sites; and undertake research into the potential approaches to mitigation. A key finding from the surveys was that 75% of visitors originated from residences within 13.79km (straight-line distance) of the New Forest protected sites, which rounded up, gives a distance of 13.8km.

8. The research reports produced by Footprint Ecology (2020 and 2021) identify that increased housing around the New Forest protected sites will exacerbate existing recreational impacts resulting from a marked increase in recreational use of the protected sites. Natural England confirmed that the Footprint Ecology research reports (2020 and 2021) provide a strong evidence base and that the research represents the best available information to inform the work of the LPAs as 'competent authorities' under the Habitats Regulations 2017.

9. A Memorandum of Understanding (MOU) dated 28th September 2022, has been drawn up between the relevant LPAs. The MOU describes how each planning authority within the identified 13.8km 'zone of influence' will ensure that additional recreational impacts arising from new residential and other forms of overnight accommodation development are mitigated so that it does not have an adverse impact on the New Forest Protected Sites. This enabled new development to progress.

10. The evidence identifies a 'zone of influence' of 13.8km from the New Forest Protected Sites where new development would need to either mitigate its impacts; or put forward evidence to justify that the proposal would not lead to a likely significant effect when considered alone or in combination.

11. The work also highlighted that mitigation may be required for developments outside the revised zone of influence of 13.8km and potentially up to 15km from the New Forest Protected Sites.

12. The council's current interim strategy was originally endorsed by Natural England in 2021 and involved funding SAMM measures through the CIL fund and larger developments delivering on-site Suitable Alternative Natural Greenspace (SANG) and Green Infrastructure. A report to Cabinet on 27th September 2021 updated the priority projects for CIL funding to include an allocation of up to £750,000 for mitigation to ensure there is no adverse impact on the New Forest protected sites from recreational pressure arising from new development.

13. This interim approach ensured that planning applications could continue in the zone of influence. It was always the intention to review the interim strategy and to revise it following the completion of the New Forest SAMM report to ensure that robust

mitigation is delivered to address the potential for effects on the New Forest internationally protected sites.

Main Considerations for the Council

14. The proposed revised strategic approach to mitigation entails changes to the current approach to ensure forthcoming development will deliver robust mitigation and can offset recreational impacts on the New Forest protected sites.

15. The revised approach is proposed for outstanding committed development and for development coming forward as part of the emerging Local Plan. The proposed revised strategic approach has been formulated alongside the draft Local Plan and will support delivery of planned growth set out in the draft Local Plan within the 13.8km and 15km zones by ensuring that robust mitigation is delivered to address the potential for effects on the New Forest internationally protected sites.

16. The main change is that SAMM contributions will be collected by developer contributions via planning obligations for all qualifying developments within the 13.8km zone of influence. The proposed revised approach reflects evidence detailed in the report titled New Forest Strategic Access Management and Monitoring Strategy 2023, produced by Footprint Ecology.

17. Under the interim strategy, SAMM contributions were required for all developments except 5 housing sites allocated under the Wiltshire Housing Sites Allocation Plan (WHSAP) as these sites were already delivering on-site SANG or GI measures. These contributions were covered by a ring-fenced fund of £750,000 from CIL as approved by Cabinet in September 2021.

18. The recent evidence base requires SAMM contributions for all development in the zone of influence, therefore the early phases of the 5 WHSAP sites that are live applications are now included. This approach recognises that whilst provision of SANG / GI can offset a proportion of impacts upon the New Forest protected sites by reducing the number of visits by people from new residential and tourism development, provision of green space alone cannot wholly eliminate and offset all potential additional visitor and recreational pressure.

19. The New Forest SAMM report sets out a series of detailed recommendations and a package of SAMM measures to help address recreational impacts from planned new development within the 13.8km zone of influence and across all affected authorities. The package of mitigation measures relates to access infrastructure, engagement and monitoring and the combined costs for all LPAs will be around £21m. All authorities have agreed to adopt the recommendations set out in the final version of the New Forest SAMM report.

20. The New Forest SAMM report provides a per dwelling tariff of £600 (plus legal and admin fees) for all residential developments coming forward within the zone of influence that falls within Wiltshire. Developer contributions will be secured by means of Section 106 or Section 111 agreements, or possibly via unilateral undertakings with planning applicants.

21. Large developments of 50 and above dwellings beyond the 13.8km zone, and out to 15km may also need to provide further mitigation such as SANG. This is consistent with the approach currently adopted under the interim strategy and is also suggested

in the New Forest SAMM report. The requirement for mitigation will be assessed on a case by case basis and will apply where HRA demonstrates a potential for adverse effects on the New Forest protected sites and / or where development necessitates an Environmental Impact Assessment (EIA). Tourism development is also covered by the strategy and depending on its size and location will need to provide at least the SAMM contribution but also SANG in exceptional circumstances. The proposed mitigation approach is summarised in Table 1 below.

TABLE 1: Mitigation approach to be set out in revised strategy

Development class	Distance from protected sites	Development type	Mitigation approach
Residential	0-13.8km	Greenfield and brownfield sites – 1-49 units	Contribution of £600 per dwelling for SAMM (via S106 or S111)*
		Greenfield and brownfield sites - 50+ units	Provision of SANG and contribution of £600 per dwelling for SAMM (via S106 or S111)
	13.8-15km	Greenfield and brownfield sites - 50+ units	Mitigation to be determined on a site by site basis for EIA scale development and / or where HRA demonstrates potential for adverse effects
Visitor accommodation	0-13.8km	1-49 units	Contribution of £600 per unit for SAMM (via S106 or S111)
		50+ units	Contribution of £600 per unit for SAMM (via S106 or S111) and need for mitigation in the form of appropriate GI to be determined on a site by site basis and / or where HRA demonstrates potential for adverse effects
	13.8-15km	Larger developments - EIA scale development	Mitigation to be considered on a site by site basis for very large developments where HRA demonstrates potential for adverse effects

* Move to developer contributions rather than CIL; contributions to be collected via S106 or S111.

22. Each LPA will be responsible for securing and collecting developer contributions for SAMM that will form part of a combined fund overseen by a dedicated Project Manager that will be appointed by NFNPA. The Project Manager will liaise with a working group and delivery bodies (e.g. Forestry England, NFNPA) to deliver mitigation measures set out in the SAMM report and will report to an oversight group who will sign off on funds and authorise budget and spend.

23. The New Forest SAMM report, covers the period up to 2036 but should be reviewed and updated on a 5-year basis.

24. The current interim mitigation strategy has enabled the progression of housing permissions using the ring-fenced CIL fund of £750,000. Since commencement of the interim strategy, the drawdown from the CIL fund for planning completions between April 2015 and 31st March 2023 totals £406,656. Housing and tourism completion data from April 2023 onwards is not available yet. However, the remainder of the ring-

fenced CIL fund is expected to be sufficient to cover the planning completions for the period April 2023 to May 2024.

25. It is proposed that any remaining CIL fund will also be used to help deliver a transition phase for planning applications currently under consideration in terms of initial phases of live applications for WHSAP allocations.

Safeguarding Implications

26. There are no safeguarding implications associated with the proposal.

Public Health Implications

27. There are no direct public health and wellbeing implications associated with the proposals. However, the ability to secure provision of housing while protecting the integrity of wildlife sites and maintaining a healthy and resilient environment helps to meet the needs of a growing population in a sustainable way that supports the well-being of communities.

Procurement Implications

28. Procurement will be undertaken in accordance with corporate procedures.

Equalities Impact of the Proposal

29. There are no equalities impact implications or requirements in relation to the proposal.

Environmental and Climate Change Considerations

30. The proposal will ensure that there are no adverse effects from visitor and recreational pressure arising from development in Wiltshire on the integrity of internationally important wildlife sites. Land secured for SANG may also serve to fulfil other local and central government objectives unrelated to recreation e.g. natural flood management and carbon sequestration.

Workforce Implications

31. There will be additional work entailing the securing and collecting of developer contributions for SAMM. Ongoing involvement with the Steering Group comprised of the LPAs who signed up to the MOU. Contributions from all LPAs collating funds for SAMM measures will then form part of a combined fund which will be overseen by a dedicated Project Manager who will work to deliver the package of mitigation measures set out in the SAMM report and will report to an oversight group who will sign off on funds and authorise budget and spend. The oversight group will include at least one member of each LPA, plus Natural England. As such, there will be ongoing need for a Council employee to be part of the oversight group, and this will be covered by a Senior Ecologist in the Ecology Team funded from the administration charge.

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

32. There will be insufficient certainty under the Habitats Regulations that development will not have an adverse effect on the integrity of the New Forest protected sites if the Council does not secure funding via developer contributions for all new development

within the 13.8km zone of influence in order to deliver suitably robust mitigation in the form of SAMM measures.

33. If the proposed revised strategic approach is not adopted, the plan-led development and allocations in the draft Local Plan cannot be brought forward with certainty that there would not be an adverse effect on the integrity of the New Forest protected sites.

34. The council's mitigation strategy will not align with the approach being adopted by the other LPAs who have signed up to the MOU.

35. The council's mitigation strategy will not reflect the latest advice from Natural England that securing contributions towards SAMM measures for all residential / overnight accommodation within the 13.8km zone of influence to ensure mitigation is suitably robust should be undertaken in accordance with the best available evidence.

36. Risk of legal challenge, reputational damage and / or challenge from other LPAs who are signatories to the MOU and sit on the Steering Group.

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

37. Risk of challenge / objection to the proposed revised approach to recreation mitigation from developers associated with the tourism and accommodation sector / industry. However, the revised strategy is based on best available evidence and has been agreed by the local planning authorities in the zone of influence and Natural England.

Financial Implications

38. The financial risk of repayment of developer contributions via planning obligations applies in accordance with the usual provisions of a planning obligation if the payments are not allocated within the reasonable period (usually 10 years).

39. Staff resource costs to deliver the strategy will be covered by the admin fee associated with this strategy.

Legal Implications

40. In the case of CG Fry & Son Ltd v Secretary of State and Somerset Council [2023] EWHC 1622 the Court held that the requirements imposed under Regulation 63 of the Habitat Regulations 2017 to ascertain that the proposal will not adversely affect the integrity of the site apply whenever the competent authority gives "*any consent, permission or other authorisation for a plan or project*" and it is the whole project that is to be assessed. Therefore, the requirement for recreational pressures on the New Forest protected sites to be adequately mitigated applies at all stages of the Planning Process and must be assessed by the Council throughout the life of the development.

41. In accordance with the Habitats Regulations, all development proposals which could have a likely significant effect on the integrity of the New Forest Protected Sites due to an increase in visitor and recreational pressure must demonstrate that the project can mitigate these impacts. Before the planning permission can be granted the mitigation measures necessary to prevent a development impacting on the New Forest protected sites must be secured. Contributions towards strategic mitigation, i.e. SAMM, from applicants / developers will be secured through planning obligations pursuant to

Section 106 Town and Country Planning Act 1990 and Section 111 of the Local Government Act 1972. The council, as competent authority, will be required to ensure that the mitigation projects are maintained and monitored in perpetuity to ensure that phosphorus neutral development is delivered.

Overview and Scrutiny Engagement

42. A briefing with the Environment Select Committee chairs will be undertaken at a date to be determined.

Options Considered

43. The proposed revisions to the council's New Forest recreation mitigation strategy are based on, and accord with, the latest evidence base and recommendations collated and put forward by Footprint Ecology on behalf of the LPAs who are signatories to the MOU and sit on the Steering Group. The proposed revised approach has been agreed to by all the relevant LPAs and is deemed to comprise the most appropriate and robust mitigation approach. Furthermore, Natural England has expressed support for this approach and has been in attendance at meetings between the LPAs. Thus, there are no other options that are as sufficiently robust and no other options viable for consideration.

Conclusions

44. New residential and overnight accommodation in the New Forest protected sites zone of influence will need to be sufficiently mitigated to ensure no adverse effect on the integrity of the protected sites. This paper sets out the details of a revised strategic approach funded by developer contributions via planning obligations (section 106 legal agreements, section 111 agreements, Unilateral Undertakings).

Sarah Valdus, Director - Environment

Report Authors:
Emma Fisher, Senior Ecologist, Emmal.Fisher@wiltshire.gov.uk, Tel: 01225 718688;
Lynn Trigwell, Head of Climate and Environment, Lynn.Trigwell@wiltshire.gov.uk, Tel: 01225 718479;

Appendices

Appendix A – 13.8km and 15km Zones of Influence Pertaining to Recreational Pressure on the New Forest Protected Sites

Background Papers

Interim Recreation Mitigation Strategy For the New Forest Internationally Protected Sites (Wiltshire Council, January 2022. Version 1.1 21 March 2023).

Liley, D., Caals, Z., Shellswell, C. & Lake, S. (2023). New Forest Strategic Access Management and Monitoring Strategy 2023. Report by Footprint Ecology, 17 October 2023. Version: Final.
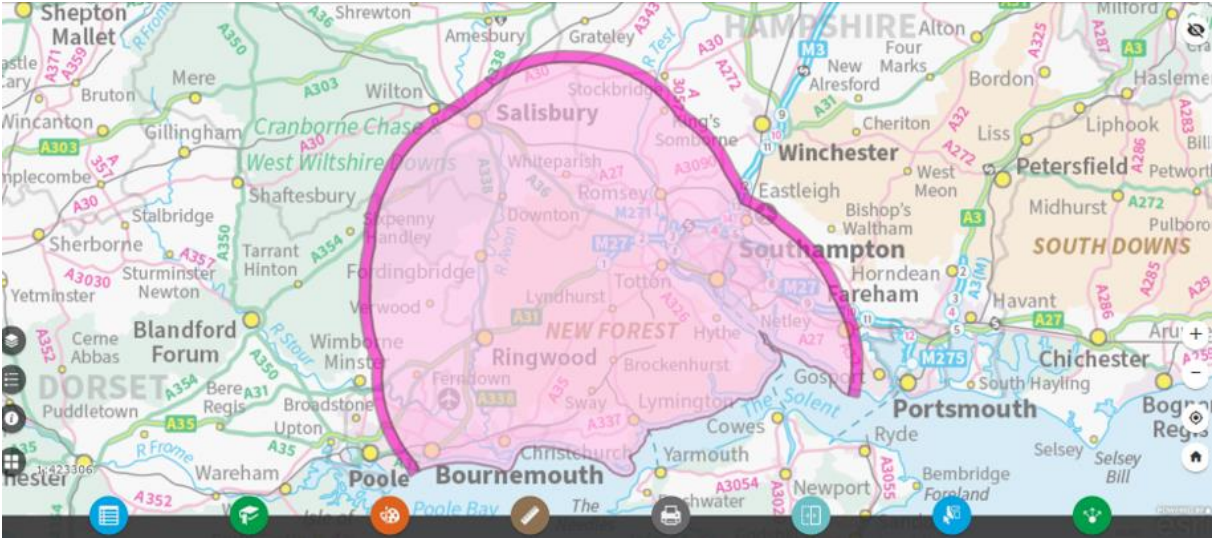
Liley, D. & Caals, Z. (2020). Discussion and analysis relating to the New Forest SAC/SPA/Ramsar and a zone of influence for recreation. Footprint Ecology.

Lake, S., Liley, D. & Saunders, P. (2020) Recreation use of the New Forest SAC/SPA/Ramsar: Impacts of recreation and potential mitigation approaches. Unpublished report by Footprint Ecology.

Liley, D., Clarke, R.T., Panter, C. & Saunders, P. (2019). Recreation use of the New Forest SAC/SPA/Ramsar: Overview of visitor results and implications of housing change on visitor numbers. Unpublished report by Footprint Ecology.

Guidelines for Creation of Suitable Alternative Natural Greenspace (with reference to the Thames Basin Heaths), Natural England, August 2021.

Appendix A – 13.8km and 15km Zones of Influence Pertaining to Recreational Pressure on the New Forest Protected Sites

Wiltshire Council

Cabinet

7 May 2024

Subject: **Provision of a range of accommodation for care experienced children and young people and unaccompanied asylum seeking young people**

Cabinet Member: **Cllr Laura Mayes – Deputy Leader and Cabinet Member for Children's Services, Education and Skills**

Key Decision: **Key**

Executive Summary

Wiltshire Council have a need for supported accommodation and residential children's homes within the County.

On 20th February 2024 full council approved the capital investment of £10.560m providing housing for 68 care experienced and asylum seeking young people and £1.6m providing children's residential homes for children with complex needs in Wiltshire enabling the council to provide accommodation and commission providers at reduced rates.

This investment into supported accommodation for care experienced and asylum-seeking young people and residential accommodation for children and young people with complex needs will:

- Reduce the net cost to the local authority revenue budget.
- Expand the existing marketplace for supported accommodation in Wiltshire, which is limited.
- Fulfil the council's statutory duties under section 23C of the Children act 1989 and the Children and Social Work Act 2017 which places a duty on the Local Authority to provide ongoing support to care experienced young people.
- As a corporate parent ensure the continuing development of inclusive housing, close to transport links, education and workplace opportunities in Wiltshire for care experienced young people and unaccompanied young people seeking asylum
- Meet the increased demand for supported accommodation and complex residential places in Wiltshire.
- Fulfil our obligations to the national transfer scheme (NTS) for unaccompanied young people seeking asylum
- Support young people to be successfully independent in terms of their health, wealth and emotional wellbeing
- Ensure the future sustainability of statutory provision of support and accommodation in Wiltshire for care experienced young people.
- Ensure children and young people remain within the county, closer to their homes and families.

This paper is requesting a procurement exercise to be undertaken to commission OFSTED registered providers to operate these services in order to meet the current and future demand.

Proposals

Cabinet is asked to approve:

1) To undertake a procurement exercise to go out to tender and commission an external Ofsted registered provider to operate services for supported accommodation. The contract length will be 5 years with the option to extend for a further 5 years.

2) To undertake a procurement exercise to go out to tender and commission an external Ofsted registered provider to operate services for complex residential homes. The contract length will be 5 years with the option to extend for a further 5 years.

3) For officers continue to undertake to prepare and complete the tender programme, award and implement a new contract for both services.

4) To delegate authority to approve, award a new contract and future extensions, approve all associated documents and make any other decisions deemed relevant and proportionate to the Director of Families and Children's Services, and Corporate Director – People, in consultation with the Cabinet Member for Children's Services.

Reason for Proposals

1) Increase capacity of supported accommodation for care experienced young people and unaccompanied young people seeking asylum to support them to live within Wiltshire to meet current and future demand.
2) Increase the capacity of children's residential accommodation to meet the needs of those children and young people with complex needs within Wiltshire.
3) Provide housing and commission external providers.

Lucy Townsend
Corporate Director, People

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Provision of a range of accommodation for care experienced children and young people and unaccompanied asylum seeking young people**
Cabinet Member:	**Cllr Laura Mayes – Deputy Leader and Cabinet Member for Children's Services, Education and Skills**
Key Decision:	**Key**

Purpose of Report

1. This report outlines the proposal to commission an Ofsted registered provider to operate supported accommodation for care leavers and unaccompanied asylum seekers and complex residential accommodation. These are to be commissioned via a tender exercise through two separate tenders. Firstly, supported accommodation for care leavers and unaccompanied young people seeking asylum and secondly for residential accommodation for children and young people with complex needs.

2. Cabinet is asked to authorise the completing of a tender process that delivers sufficiency of places and cost benefits for Wiltshire

3. To delegate authority to approve, award a new contract and future extensions, approve all associated documents and make any other decisions deemed relevant and proportionate to the Director of Families and Children's Services, Corporate Director - People in consultation with the Cabinet Member for Children's Services.

Relevance to the Council's Business Plan

4. This proposal is relevant to the following priorities and objectives:

The people of Wiltshire are empowered to live full, healthy, and enriched lives

We get the best start in life:
- Build the opportunity of greater independence for children with complex needs

We stay active:
- Enabling and empowering a model of support that enables people with complex needs to maximise their independence

We are safe:
- Give looked after children and young people the most secure home possible.
- Provide effective and flexible support to young people as they enter adulthood

We have the right housing:
- Prevent homelessness and help young people remain in a sustainable home

- Have a sustainable, robust and flexible care home market that meets the needs of the population and the projected demand for beds
- Develop the care market in a way that promotes choice and diversity of supply, and ensures best value for money

5. To support the working themes in the council's business plan 2022 to 2032, commissioning priorities are to:

      a. **Priority 1** - ensure services are in the right place at the right time.
      b. **Priority 2** - ensure right people receive services in the right place i.e. increasing services delivered in the community and in people's homes.
      c. **Priority 3** - ensure right service, right price

Corporate Parenting

6. This proposal supports our Corporate Parenting Strategic priorities 2023-2026.

      a) *To feel safe and happy in a stable home and in my local community. To try and ensure I live in a community that reflects my cultural and religious needs.*

      b) *To have positive relationships with people who are important to me and for me to be part of my local community where I am trusted, respected and accepted and feel included.*

      c) *To be the best that I can be, to achieve personally, educationally throughout my life and be supported to access training and employment opportunities.*

      d) *To have support for as long as I need it and plan my transition to independence with good access to Staying Put, Staying Close and quality supported accommodation and eventually my own home.*

Background

7. Section 17 of the Children Act 1989 places a general duty on every local authority to safeguard and promote the welfare of children in need within their area by providing services appropriate to those children's needs, with support for care experienced young people up to 25 years old. The Council has a statutory duty under section 22G of the Children Act 1989 to take steps that secure sufficient accommodation within its area.

Care Experienced Young people and Asylum Seeking Young People

8. National research evidences that care experienced young people face barriers to securing and maintaining affordable housing, with a third of care experienced young people becoming homeless within 2 years of leaving care. This can prevent them from engaging in further or higher education and employment including apprenticeships. It also puts them at increased risk of loneliness and isolation. It is estimated that a quarter of the homeless population in England were in care at some point in their life.

9. From the recommendations in the *Stable Home Built on Love: Implementation Strategy and Consultation – Childrens Social care reform 2023* the DfE are recommending progress to improvements for Care Leavers is tracked across six key missions. Mission 5 states that by 2027 we will see an increase in the number of care leavers in safe, suitable accommodation and reduce care leaver homelessness.

10. The council's statutory duties in relation to care experienced young people are as follows:

- A duty on local authorities which requires them to offer Personal Adviser support to all care leavers towards whom the local authority had duties under section 23C of the Children Act 1989, up to age 25 - irrespective of whether they are engaged in education or training. This includes care leavers who return to the local authority at any point after the age of 21 up to age 25 and request such support. (Under previous legislation, local authorities were required to only provide care leavers with support from a Personal Adviser until they reached age 21, with that support continuing up to age 25 if a care leaver was engaged in education or training. However, this support was not available to care leavers aged over 21 who were not in education, training or employment);

- A duty on local authorities to consult on and then publish their 'local offer' for care leavers, which sets out both care leavers' legal entitlements and the additional discretionary support that the local authority provides (appendix 4).

11. There are currently 340 care experienced young people in Wiltshire (including asylum seeking and young people with disabilities.) They are in a range of accommodation options, often more costly than necessary due to the pressures of the current marketplace and often in provision outside of Wiltshire. There are 96 care experienced young people living in supported accommodation. 57 of these are unaccompanied young people seeking asylum. 80% of unaccompanied young people seeking asylum live outside of Wiltshire compared to 41% of non asylum seeking young people.

12. The post pandemic and economic pressures have meant this cohort of young people need to be supported for longer, leading to higher demand on limited services. Often, these vulnerable young people struggle with working towards independence and first tenancies and additional support is required from providers in addition to existing social work and personal advisers in the social care teams.

	2023	2024	2025
Numbers of 18+ years Care Leavers in Wiltshire (estimated for future years)	328	370	433

13. Where it is established that a child/young person is an unaccompanied minor, this will always satisfy the criteria for services to become a Looked After Child by the local authority under section 20(1) of the Children Act 1989 for 24 hours. Once accommodated, they will be subject to the appropriate regulations and the same provision as any other Looked After Child.

14. The National Transfer Scheme (NTS) protocol for unaccompanied asylum-seeking children (UASC) has been established to enable the safe transfer of unaccompanied children in the UK from one local authority (the entry authority from which the unaccompanied child arrives) to another local authority (the receiving authority). From 24th August 2022 the threshold was increased from 0.07% to 0.1% of the local authority's population due to the increase in the overall UASC population. A local authority has five working days to identify a suitable home and transfer a young person to their care.

15. The current cohort of unaccompanied young people seeking asylum is 42. Wiltshire can potentially be allocated another 64 arrivals before reaching our 0.1% target (106). Under the national transfer scheme (NTS) as these young people reach 18 years, they are excluded from this calculation and so the flow of 16–17year olds into Wiltshire is consistent.

16. Many unaccompanied young people are waiting for their leave to remain to be granted by the home office before they can claim any benefits or access tenancies. There is currently a significant backlog.

17. Our young people are in a range of accommodation options, often more costly than necessary due to the pressures of the current marketplace and often these placements are outside of Wiltshire. The supported accommodation placements outside of Wiltshire at an average weekly cost of £1,127.00 (August 2023) are often due to higher wages and rents in cities such as Bristol and Southampton where our young people are not a priority for social housing.

18. In the case of both asylum seeking and care experienced young people, there is a lack of capacity in county which means placements and moves towards independence are made outside Wiltshire or delayed and this creates additional budget pressure.

Residential Accommodation for Children with Complex Needs

19. The Ofsted report "How local authorities and children's homes can achieve stability and permanence for children with complex needs" (January 2024) highlights the increase in the number of children who need specialist provision to support their complex needs. It also acknowledges the lack of suitable homes available for children with complex needs, and the difficulty local authorities face in finding homes for them.

20. Within the report, 91% of local authorities say they often experience difficulties finding homes for children with complex needs.

21. The shortage of homes for these children drives up the costs of placements. It can lead to children living in unsuitable provision, the local authority creating bespoke packages which is costly and can reduce the number of places available for other children.

22. Children with complex needs usually have a combination of multiple different needs that can include behavioural, mental health, learning, safeguarding, physical, social needs or have experienced significant trauma.

23. Sufficiency of placements for children with complex needs are very challenging to secure within the county and across the country. Securing good quality, flexible and local homes for children and young people with complex needs has become a persistent risk. Insufficient supply and rising costs are evident both locally and nationally.

24. Wiltshire has 38 children currently in residential provision (April 2024). 24 children have been identified as having complex needs through their high level of enhanced care packages in place. This includes additional staffing, health needs and therapies. 26 children are also placed out of county.

25. Due to the lack of sufficiency of complex needs, residential providers often request additional staffing in order to support a child with complex needs and prevent an unplanned ending to the placement. This reactive approach can result in costly bespoke arrangements.

26. The total annual spend on Wiltshire's most expensive residential placements is increasing each year. The highest costing 15 placements in 2024 cost eight times as much as in 2020.

27. In the case of children's residential homes. There is a need for young people with complex needs to be able to access suitable accommodation within the county. This will enable them to remain close to home and school, access local support and retain links to their community.

28. For 2023/24 the quarter three budget monitoring reported a £2.742m across children's social care placements and although the 2024/25 MTFS has been increased to reflect inflation and demand, linked to these schemes are a series of savings plans which will ensure high quality local services representing value for money.

What Children and Young People Say - Appendix 1

29. Surveys and focus groups with children in care are regularly conducted by Wiltshire Council and on an annual basis. The authority encourages youth voice, supporting young people to engage with consultations.

30. The Make Your Mark survey was completed in 2023, with all schools in Wiltshire. Of the 3497 young people completing the survey, the results showed that Health and Wellbeing were the top priority for young people.

31. The Bright Sports Survey 2023-24 was completed by a representation of Children Looked After and Care experienced young people. The results of which will be evaluated in May 2024 and will feed into the services specification.

32. A workshop was set up in December 2023 with Youth Ambassadors, chaired by commissioning and supported by the Staying Close coordinator (Appendix 2 –Staying Close). The workshops are going to continue regularly, with a plan to invite young people to be part of the property viewings and support the development of the service specification.

33. Care experienced young people and young people seeking asylum, supported by a translator fed back that they would like smaller houses that feel like a normal home, a large house can sometimes be too noisy and difficult to manage living with others. Being close to activities and having support to attend them is important.

34. Placement stability is important to children and young people and children want continuity of care. They want to feel cared for, loved and a sense of belonging, that professionals who work with them, carers and organisations who care for them, do this because they want the best for them.

Options Considered

35. The option to do nothing was considered. This option would ignore opportunities to capitalise owning properties and charging providers rent to operate services from. It would mean that expensive out of county placements continue indefinitely, costs for

placements remain high and that young people struggle to achieve independence in their own homes in Wiltshire. The council risks not meeting its statutory duties to provide supported and residential accommodation.

36. The council could go out to the market to ask providers to operate more Ofsted registered provision. This model means that providers have a property with a mortgage which, is theirs to sell as an asset to liquidise their capital and this is a risk to future delivery models.

Recommended Option

37. Supported accommodation for care experienced young people and unaccompanied young people seeking asylum and residential accommodation for children with complex needs play an important part in supporting the council's statutory responsibility to provide suitable accommodation.

38. Council owned properties, which are then leased to providers, with an external Ofsted registered provider commissioned to operate service gives the council more control over costs and location of services. Should the local position change in the future the properties can potentially be converted into social housing or sold on the open market.

Market engagement – Appendix 3

39. Market engagement events took place on 13 December 2023 and 28 February 2024 with a range of providers. Their views and ideas have been considered as part of the contracts and incorporated where it is appropriate to do so.

40. The local authority will continue with further market engagement events as we move towards the tender go-live date.

Safeguarding Implications

41. Contracts give clear direction on how and when to raise a safeguarding alert to avoid any confusion about who will do this and/or assumptions that someone else will raise the alert.

42. Contracts also ensure that any issues relating to child protection are identified and appropriate referral made to Multi Agency Safeguarding Hub (MASH).

Public Health Implications

43. The new contracts will benefit the overall health and wellbeing outcomes of children and young people in Wiltshire in terms reducing the risk that their health and care outcomes could be compromised if the service was not in place.

44. The new contracts will also enable more children and young people to remain closer to home and their communities and continuing to access their current health and support networks for any specific needs or advice Without this service there is a risk to health and care outcomes could be compromised.

Procurement Implications

45. A compliant procurement process will be followed in line with the relevant UK Public Procurement Regulations, requirements set out in the Constitution and any other relevant policies.

46. The procurement process will be designed and run, in conjunction with the Procurement Team.

47. Consideration to social value implications will be informed through our socially responsible procurement policy and will be taken into consideration when developing the specification for the service.

Equalities Impact of the Proposal

48. The equalities impact of the proposed decision is low against all criteria on the Equalities Risk Criteria Table and, therefore, a full Equalities Impact Assessment is not required.

Environmental and Climate Change Considerations

49. There will be a reduction in emissions as Social Workers and other professionals will not have to travel as far to see children and young people, as travel will be within Wiltshire.

50. Through the tendering process. The new supplier will be asked to consider how it will contribute to the council's Climate Strategy and Business Plan commitments to net zero and to plan for the impacts of climate change.

Workforce Implications

51. This proposal relates to an externally commissioned service and will have no impact on the direct council workforce.

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

52. There is a risk that if these contracts are not put in place, more children will continue to be placed outside the county, further from their home.

53. There is a risk that if these contracts are not put in place, the cost of supported accommodation and residential accommodation for children with complex needs will remain high as they will be sourced through more expensive frameworks, or on a spot purchase basis.

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

54. There is a risk that a suitable provider is not identified through the tender process to operate the contract, in which case the Council will review the contract proposals, arrange further market engagement, and offer a new contract to the market in a timely way.

55. If the number of children who require a place reduces the council will be left with void placements. The annual contract reviews will ensure that the number of commissioned places remain appropriate to the demand, and regular contract management and communication with the provider and with operational teams will reduce this risk.

Financial Implications

56. The capital to purchase these properties has been secured on the basis of business cases outlining the initial outlay, interest and future anticipated benefits, i.e. future

savings where placement costs will not only be local to Wiltshire but be less than current costs. This culminates in long-term payback arrangements as detailed below.

57. The council is able to borrow at a competitive rate from the PWLB (Public works loan board) as required and a secondary benefit of owning the properties is that they provide future flexibility for re-commissioning.

58. Purchase of properties to be operated by a provider and commissioned as complex residential children's homes providing up to 8 placements - £1.6m. Full payback of the principal and interest plus net savings will be achieved by year 5 (2029/30.)

59. Purchase of 17 properties to provide supported accommodation and accommodation for between 31 to 33 16-17 year olds and 18+ care experienced young people - £5.947m. Full payback of the principal and interest plus net savings will be achieved mid way between years 25 and 26 (2047 to 2049.)

60. Purchase of 18 properties to provide supported accommodation and accommodation for 36 asylum seeking young people - £4.825m. Full payback of the principal and interest plus net savings will be achieved mid way between years 30 and 31 (2052 to 2054.)

Legal Implications

61. Legal Services Commercial Team has been instructed to advise on commissioning a provider and drafting two new block contracts. One for care experienced and asylum seeking young people and one for young people with high/complex needs.

62. Legal Services Property Team have been instructed to advise on rental of properties to a provider.

63. Legal Services have been invited to attend steering group and catch up meetings where advice will continue to be sought until the conclusion of the project.

64. The contracts will be based on the Council's template Services Agreement and Template which will be tailored to protect the interests of the Council as well as remain commercial so not to put off the market.

65. The procurement will be undertaken in accordance with Constitutional and Legal requirements under the Public Contracts Regulations 2015.

Overview and Scrutiny Engagement

66. A briefing will be held with the Chair and Vice-Chair of the Children's Select Committee to discuss this paper and proposals.

Conclusions

67. This paper is requesting a procurement exercise to be undertaken to commission an external Ofsted registered providers to operate these services for supported accommodation and complex residential accommodation within the county.

68. This will ensure the council is able to meet current and future demand along with its statutory duty to accommodate children and young people within the county, closer to their home.

69. The report recommends Cabinet agree the following proposals:

1) To undertake a procurement exercise to go out to tender and commission an external Ofsted registered provider to operate services for supported accommodation. The contract length will be 5 years with the option to extend for a further 5 years. This will include an annual review of the contract.

2) To undertake a procurement exercise to go out to tender and commission an external Ofsted registered provider to operate services for complex residential homes. The contract length will be 5 years with the option to extend for a further 5 years. This will include an annual review of the contract.

3) For officers continue to undertake to prepare and complete the tender programme, award and implement a new contract for supported accommodation and residential accommodation for children with complex needs.

4) To delegate authority to approve, award a new contract and future extensions, approve all associated documents and make any other decisions deemed relevant and proportionate to the Director of Families and Children's Services, and Corporate Director - People in consultation with the Cabinet Member for Children's Services.

Jen Salter (Director - Families & Children)

Report Authors: Kai Muxlow, Interim Head of Families and Children Commissioning, Rachel Draper, Interim Commissioning Manager – Specialist Services

Appendices
Appendix 1 – Children and Young People's Voice
Appendix 2 – Staying Close Project
Appendix 3 – Market Engagement
Appendix 4 – Care Leavers Promise Booklet

Background Papers
None

This page is intentionally left blank

Appendix 1- Supported Accommodation

What Children and Young People Say

Surveys and focus groups with children in care are regularly conducted by Wiltshire Council and on an annual basis. The authority encourages youth voice, supporting young people to engage with consultations.

The Make Your Mark survey was completed in 2023, with all schools in Wiltshire. The results showed that Health and Wellbeing were the top priority for young people:

Please Tell us What Issue is Most Important to You Sum of Person

Health and Wellbeing	1108
Education and Learning	490
Rights, Equalities, and Democracy	401
Crime and Safety	354
Jobs, the Economy and Benefits	298
Climate Change and the Environment	285
Culture, Media, Sport	264
Transport	134
Youth Work and Young People's Services	94
International Relations	69
Grand Total	**3497**

The bright Sports Survey 2023-24 was completed by a representation of Children Looked After and Care experienced young people. The results of which will be evaluated in May 2024 and will feed into the service specification.

A workshop was set up in Dec 2023 with the Youth Ambassadors, chaired by Commissioning and supported by the Staying Close coordinator. Young people in the workshop had experience of fostering, residential and supported accommodation.

Comments shared by young people:
"When young people need help, it's not always available when you really need it. When the support is not there, young people are at risk of increased poor mental health and behaviours can escalate".

"When moving from foster care to full independence – some young people are not given any choice on where they are moving. I have experienced a lack of support to set up bills, water, gas or basic living requirements. This results in young people getting into debt and can be really dauting."

"It would be beneficial to have this advice / support rather than just getting a number or email. We need to have strong relationships as well as information."

"Housing / bidding is very challenging and young people need a lot more help with this."

The workshop is going to continue regularly, with a plan to invite young people to be part of the property viewings and service specification development.

In individual conversations asylum seeking young people fedback:

- **Young people would like smaller houses, that feel like a normal home.**
- **A large house can sometimes be too noisy and difficult to manage living with others.**
- **Being close to activities and having support to attend them is important.**

Appendix 2- Staying Close

Following a successful expression of interest to the Department for Education (DfE), Wiltshire Council has been allocated funding to develop a model of 'Staying Close' for Care Leavers.

Staying Close provides an enhanced support package for young people leaving residential children's homes. It is designed to be a comparable offer to the option to 'Stay Put', which supports young people in foster care to remain with their former foster carers until 21 years of age. Staying Close is designed to support with move-on accommodation, alongside a package of practical and emotional support provided by a member of staff from their former children's home, or from someone who they know and trust.

What is Staying Close?

- Provides extra support for young people leaving care from children's homes
- In addition to social workers and PA's, to improve outcomes
- Reduce feeling of "cliff edge"
- Focus on:
  - Accommodation Stability
  - Wellbeing
  - Education, Employment and Training (EET)
  - Positive relationships and a support network
  - Independent living skills

This page is intentionally left blank

Appendix 3 - Market Engagement Stakeholder Feedback

Supported Accommodation key points

Property types:

- Homes need to be flexible, with a mixed portfolio, rural and city properties.
- Near to community hub locations.
- Smaller homes
- Parking is important.
- Not pods
- Small gardens (less maintenance).
- Too many bathrooms can be difficult to keep clean.
- Large properties may trigger trauma for UASC's, smaller properties would be best.
- Bespoke UASC project where property has prayer room to meet cultural needs
- Robust Location Risk Assessments needed

Models:

- Consider the mixing of 16/17yr olds with 19-25yr olds with new Ofsted regulations.
- A blended approach with voluntary organisations, health, education, College, Libraries and police.
- Providers us a flexible model-especially working with UASC-towns important for access to education or can be very quiet and often learning about country, trauma from war zones so needs can change dramatically and quite quickly. May later need more support-flexible/responsible model.
- The National House project in West Midlands and Oxfordshire use a Young Person led service-Young People have tenancy-housing model-with support workers going in but not quite at level completely on their own.
- A provider is currently working with local authorities where in flats the bottom flat is for higher support. Registered with Ofsted one group and top floor for care leavers, not registered and more independent. They also provide outreach support.
- The longer we have young people with us the better the chance of supporting them to succeed.
- Cautious of young people having the lease themselves, use lease as educational piece where provider is in complete control to evade eviction.

Complex Residential provision key points:

Property types:
- Registering a 2 bed home with the option of using as a solo would be advantageous, rather than purely solo.

- A connecting home is useful for staffing however can impact when matching young people
- Separate buildings away from other young people. Have a mix of properties, for example bungalows for a young person with more complex needs to receive more trauma informed support.
- Parking and outdoor space is important
- Most providers had solo, 3 bed homes, up to 6 bed homes. It is hard to match high numbers of young people alongside each other.
- Houses should be flexible and adaptable.
- Education availability close by is crucial.
- The house should look like a residential, family home.
- Buying property rather than renting would provide more autonomy, security and control. The rental market would drive operating costsup.
- Consideration of neighbours
- On transport routes to access things such as education. Staff driving young people around is costly.

Models of provision:
- Most multi bed homes have a one to one staffing model, meaning staff are available for each young person. Young people do not always want to go out with their peers, so this supports stronger relationships between young people and staff. This creates a family feel, always at least 2 adults on shift.
- Work in partnership with the local authority especially around voids
- Very flexible/responsive.
- Cost savings can be made when working in partnership with local authority and working holistically with the ICB.
- Therapeutic provision such as CBT model with therapeutic parenting. ACEs, multi - model approach.
- Some integrated services work (education / clinical), but this really depends on what the young peoples need. Blended approach tends to work, with therapeutic education.
- Recruitment is challenging. Constantly recruiting, wages are a challenge, needs to be affordable for local authority but attractive for candidates. Need to find people who have level 3 and able to offer therapeutic support.
- Link with leading social care recruitment agencies
- Be clear with staff as to what they do - they need to have specialisms so that the right support is in place.

Wiltshire Council Care Leaver Promise

Find us at Our Words in the Apps store

Wiltshire Council

Where everybody matters

Leaving care?

We're here to support you on the next steps.

We know it's a big step when you move out of care and start living on your own or with friends.

We want to support you as you move on to the next stage of your life. So, we asked local care leavers what kind of support would be really useful, and they came back with some great ideas and from this we've created our Care Leaver Promise.

To get the support set out in this promise, you must have been in care for a period of at least 13 weeks (or periods amounting to 13 weeks) which began after age 14 and included some time after your 16th birthday.
If you are not sure whether you qualify for support, then ask your Personal Advisor (PA) or social worker and they will be able to tell you.

Your PA can provide you with a range of practical support and they will talk with you about the information in this Promise

The support we must give you by law

Following changes introduced through the Children & Social Work Act 2017, you will be able to ask for support from your PA up to the age of 25, whether you are in education or training or not.

Your PA is there to help you to prepare to live independently and to offer advice and support after you leave care. PAs should talk to you about what support you need and record this information in your pathway plan.

Your pathway plan is written by your PA after

consultation with you and important people in your life. It sets out your needs, views and what you want in the future, and identifies exactly what support you will receive from us. We will review your pathway plan with you regularly so that it is kept up to date.

Because we know how important relationships are, we will try to enable you to keep the same PA. The amount of support that you receive from your PA will depend on what you want and your circumstances.

You have a right to be involved in all decisions about your plans for leaving care. You have a right to support from an independent advocate if you want to challenge decisions about the support we give you.

Independent advocates can inform you about your rights and help you to be heard in meetings. They are separate from Children's Services. If you need their help you can contact them by calling **0300 3658 300** or emailing **WiltsCYPAdvocacy@ccprojects.org.uk**

You have a right to see the information we keep about you, including the files and records written about you when you were in care. If you want to access this information tell your PA.

Most young people still live at home with their families at 18 and so we will encourage you to stay in care until you are 18. If you are in a foster placement or a supported lodgings placement wherever possible we will work to help you stay there. If you choose to leave care before age 18, the law says we must provide you with suitable accommodation so you have a right to expect this.

We want to make sure every young person leaving care has the support to achieve their goals in life. To help with this the law
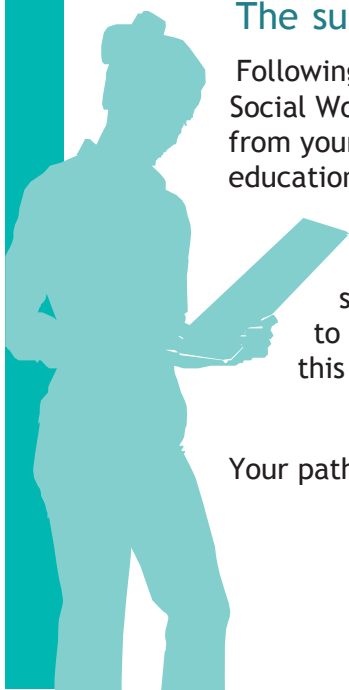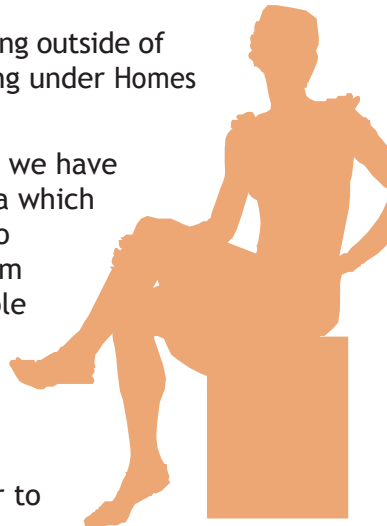
says we must provide you with assistance with expenses linked with employment, education, and training.

As well as the things that the law says we must provide we know that there are lots of other things that you need help with.

After talking to care leavers and personal advisors we have agreed to provide the following:

Accommodation

- **Council Tax**
  Because we know how tight money can be when you first leave care and live on your own or with friends, we will exempt all Wiltshire care leavers from paying Council Tax, so you won't have to pay it until you are 25. Your PA will be able to explain how you can claim this exemption.

- **Priority Banding**
  As a care leaver you will automatically get priority status under the Homes for Wiltshire Scheme. This allows you to apply for council and housing association accommodation when the time is right for you.

  - **Local Connection**
  This means that care leavers living outside of Wiltshire can still apply for housing under Homes for Wiltshire.

    - **Supported Housing Pilot -** we have three flats in the Salisbury area which are available for care leavers to rent. These are all two-bedroom flats where care leavers are able to live together. Support is provided by a small group of PAs.

- **Rent Guarantee scheme -** we offer to act as a rent guarantor to care leavers where they have a sufficient income to cover rent and associated living expenses but where landlords require someone to guarantee the rent.

- **Accommodations Officer –** there is an Accommodations Officer who works with care leavers and other young people. They are able to work with you and your PA to help solve problems. Together with your PA, they can support you to access different independent housing options including social housing (this is accommodation managed by us or a housing association) and provide advice about holding down a tenancy, including avoiding rent arrears, paying bills and budgeting.

Work/Independence

- **Building Bridges**
  The Building Bridges program supports young people into education or work. Applications to Building Bridges can be made via your PAs. A mentor will be appointed, and they will work with you to help you develop your confidence, skill, and expertise for as long as you like and until you feel secure in education or employment.

- **Grandmentors**
  Work with young people from the ages of 16-24. These are volunteers aged over 50 who have lots of life experience and will work with you on the things which you think are most important. That could be finding a job, making friends, or getting fit; anything really.

  Each volunteer supports a young person for a minimum of six months, working towards agreed personal goals. Your PA will be able to put you in touch with the Grandmentors coordinator.
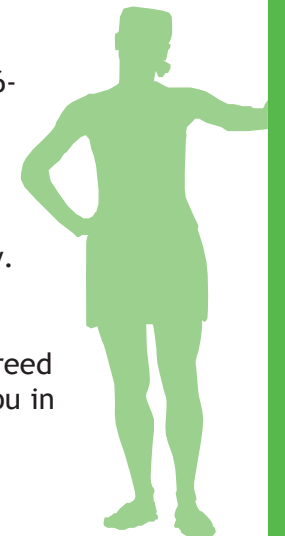
- **Favourable access to council apprenticeships**

  We have a guaranteed interview scheme for care leavers to all council apprenticeships where you meet the eligibility criteria. This means if you apply you are guaranteed an interview.

- **Work experience**

  We can offer you work placements in every council department. So, if you are interested in a career in accountancy, gardening, maintenance, driving (the list goes on) speak to your PA and they can arrange something for you through the local Employment and Skills Officer.

- **Careers Advice**

  We will provide you with careers information and advice, such as help to develop your CV, mock interviews, and advice, including what you might wear to interview.

  - **FE Bursary**

    Care leavers are a priority group for the 16 to 19 Bursary Fund administered by FE colleges, which pays a bursary of up to £1,200 a year to support vulnerable young people to participate in education. Your PA and the Virtual School Officer will help you to claim this.

  - **Transport costs**

    We can help to meet your transport costs when travelling to training, school/ college, apprenticeships, or job interviews and to see important people in your life.

  - **Equipment**

    We will also support you to buy tools, equipment, essential clothing, and books.

  - **University**

    Support if you choose to go to university, such as helping

you obtain tuition fees and student loans, travel costs at the start and end of term, and making sure you have somewhere to live during the holidays. We will help you choose the right course and university that matches your talents and interests.

- **Driving Lessons**

  We will pay a contribution towards driving lessons, up to 10 hours.

- **Benefits**

  Just before your 18th birthday you can get assistance from your PA and local Job Centre to make a claim for benefits. They will help you have everything in place so you are paid promptly soon after you turn 18 and between them will support you to get a job or an apprenticeship or return to education.

Health and Leisure

We know life isn't all about education and work. Having fun, keeping fit, staying healthy and meeting with your friends are all just as important. So, we will provide:

- **Free access to our sports centres**

  All Wiltshire Care leavers and children in care have free access to a range of activities at any of the council-owned sports centres in Wiltshire. For those living outside of Wiltshire we will offer the equivalent financial support with membership.

- **Contribution towards Wi-Fi costs**

  We consulted with you and you told us how difficult it can be keeping in touch with friends, particularly if you have moved between different placements.

- **Health Passport**

  We will make sure that every care leaver has their own 'Health Passport' when you turn 18 or leave care. This will provide a summary of relevant health conditions, check-ups,
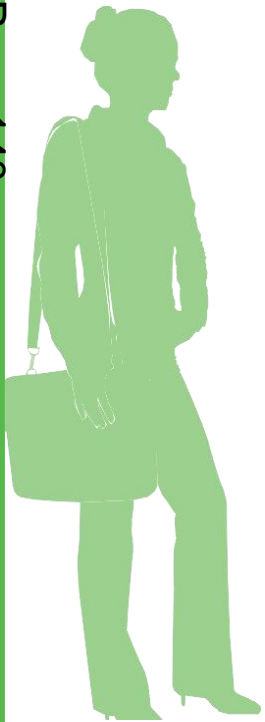
and immunisations. We know how difficult it can be to keep track of all these things and so it's helpful to have all the information in once place.

• **Emotional and mental health** There are a wide range of services in Wiltshire which can provide support including:

The Samaritans – provides around the clock service to anyone who is experiencing problems and needs to talk to someone. Call **116123** or email **jo@samaritans.org**

MIND and RETHINK - provide help and advice to anyone experiencing mental health problems or to people concerned about others.

MIND can be contacted on **0300123 3393** RETHINK Mental illness can be contacted on **0300 5000 927**

CAMHS Flexible transitions – This support has a mental health focus but also incorporates life skills, employment and/or education opportunities, and generally building emotional resilience for young people who would otherwise struggle to maintain their wellbeing during the transition to adulthood. The flexible transition offer will be explored with those young people whose emotional development would continue to benefit from a CAMHS intervention post 18, but do not require an adult mental health service.

We will also support you with:

• Information on healthy living,

• Getting help to pay for prescriptions

• Registering with a GP

• Information on counselling services

• Help with transport costs when attending health appointments

Finance

• The benefits system is complex, and we know that not everyone gets all of the support that they are entitled to. Therefore, experts from within the council have agreed to meet with individual care leavers and PA's to ensure you get all benefits you can. The service will also include personal budgeting/money management support where appropriate.

• Leaving care grant and discretionary payments. You are entitled to a grant of £2,000 to support you as you leave care. It is important that this money is spent sensibly as it has to last a long time and we encourage you to agree with your PA how it is spent. If it is spent wisely then in some circumstances your PAs Team Manager can authorise additional money where this is needed; we call this a discretionary payment.
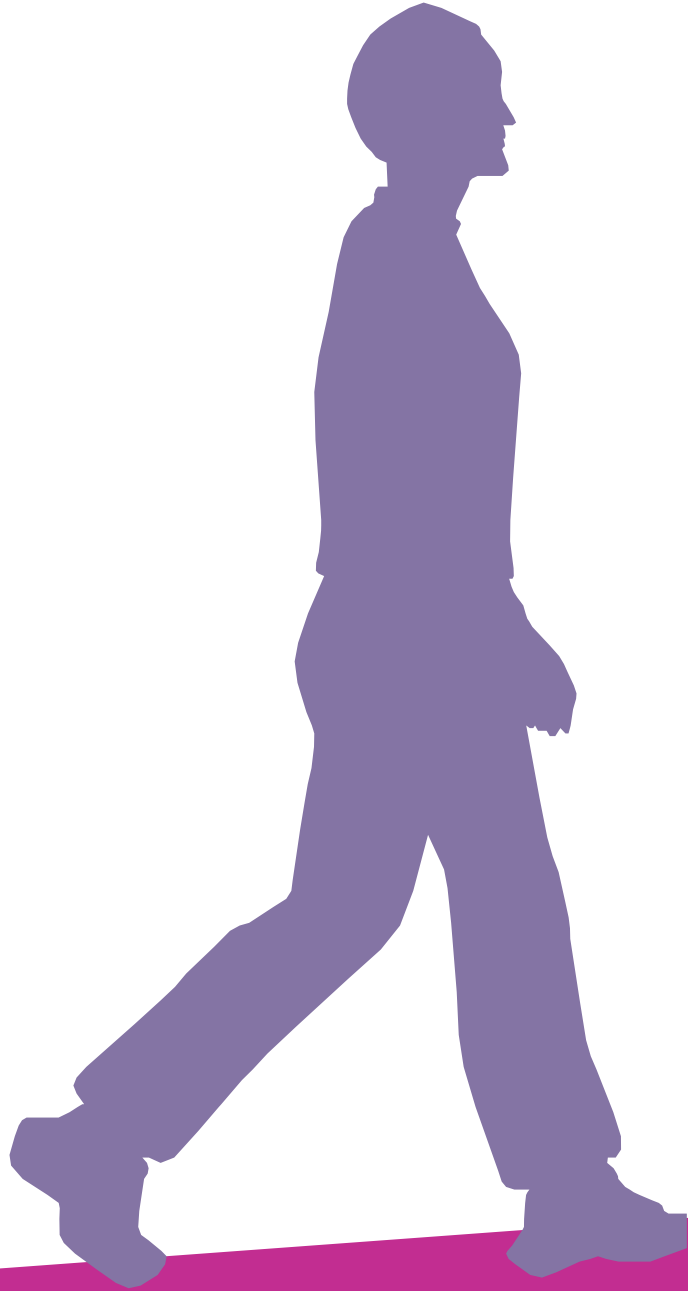
Wiltshire Council

Where everybody matters

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Appropriation of Land for Planning Purposes**
Cabinet Member:	**Cllr Tamara Reay: Cabinet Member for Transport and Assets**
Key Decision:	**Key**

Executive Summary

The Council owns land at Darcy Close Chippenham and the Former Resource Centre, Cherry Orchard, Marlborough both of which Cabinet has previously authorised the disposal.

In order to ensure that development of those sites is not stymied through covenants over the lands, Cabinet is invited to approve their Appropriation for Planning Purposes. That will mean that any beneficiary of those covenants cannot legally stop development, but will be entitled to compensation for loss, if any.

Proposals

Cabinet appropriates for planning purposes the land at Darcy Close and part of the cycleway on the disused railway line, Chippenham for planning purposes (as shown on the plan in Appendix 1) and the Former Resource Centre, Cherry Orchard, Marlborough (as shown on the plan in Appendix 2) under section 122 of the Local Government Act 1972

Reason for Proposals
To enable development to take place, for which planning permission has been granted, subject to conditions.
The Council will generate capital receipts.

Andy Brown
Deputy Chief Executive & Corporate Director Resources

Wiltshire Council

Cabinet

7 May 2024

Subject:	**Appropriation of Land For Planning Purposes**
Cabinet Member:	**Cllr Tamara Reay: Cabinet Member for Transport and Assets**
Key Decision:	**Key**

Purpose of Report

1. It is proposed Cabinet appropriates for planning purposes the land at Darcy Close and part of the cycleway on the disused railway line, Chippenham for planning purposes (as shown on the plan in Appendix 1) and the Former Resource Centre, Cherry Orchard, Marlborough (as shown on the plan in Appendix 2) under section 122 of the Local Government Act 1972.

Relevance to the Council's Business Plan

2. The appropriation of the land at Darcy Close will provide a link from the proposed Rawlings Green development to the town centre thereby accord with the Business Plan's aspirations for 'Connected Communities'.

3. The Appropriation of the former Marlborough Resource Centre will enable the site to be developed for residential purposes, including policy compliant affordable housing, in accordance with the Business Plan's aspirations for a 'Thriving Economy'.

Background: Darcy Close

4. In October 2021 planning permission was granted for a residential led mixed use development at Rawlings Farm, Chippenham, reference:**15/12351/OUT**. Condition 24(b) states:

   a new road link into the site through an alteration and extension of Darcy Close in accordance with WSP drawing no 5609/SK/006/B, and including a junction alteration on Cocklebury Road in accordance with WSP drawing no 5609/SK/005/A.

   Condition 25 states
   No development shall commence on a phase or sub phase of the site until details of the estate roads, footways, footpaths, verges, junctions, street lighting, sewers, drains, retaining walls, service routes, surface water outfall, vehicle overhang margins, embankments, visibility splays, accesses, carriageway gradients, drive gradients, car parking and street furniture, including the timetable for provision of such works, have been submitted to and approved by the Local Planning Authority. The carriageway width of the connecting road through the site between Parsonage Way and the east side of the site shall be not less than 7.3 m; the link to Cocklebury Road from this road shall not be less than 6.2m carriageway width, with appropriate widening at bends. Phases of the development shall not be first brought into use or occupied until the estate roads, footways, footpaths, verges, junctions,

street lighting, sewers, drains, retaining walls, service routes, surface water outfall, vehicle overhang margins, embankments, visibility splays, accesses, carriageway gradients, drive gradients, car parking and street furniture have all been constructed and laid out in accordance with the details approved and in accordance with the provisions of the approved site phasing plan.

5. In order for the owner to comply with the above conditions, it needs to acquire the Council owned land at Darcy Close and part of the disused railway line.

6. Authority for such a transaction was ratified at Cabinet in December 2022 when it was resolved:

7. Terms for such a legal agreement have now been substantially agreed. Those terms ensure that a suitable crossing point for the cycleway is provided.

Background: Marlborough Former Resource Centre

8. The site was declared surplus by Cabinet in July 2017, and subsequently Cabinet resolved in July 2019 to transfer the site to Stone Circle, a development company wholly owned by the Council. That transfer will take place in due course.

9. In February 2024, the Eastern Area Planning Committee resolved to grant planning permission for residential development subject to specific conditions and completion of a S106 Agreement.

Main Considerations for the Council

10. 'Appropriation' is a term given in local government legislation to an internal process of a council designed to allow councils flexibility in its use of land. It allows a council to use land that has been acquired for one purpose in suitable circumstances to be used for a different purpose.

11. Under section 122 of the Local Government Act 1972, the Council can *"appropriate for any purpose for which the council is authorised …to acquire land… any land which belongs to the council and is no longer required for the purpose for which it is held immediately before the appropriation"*. The Council is authorised to acquire land for planning purposes. Once land is appropriated for planning purposes, section 241 of the Town and Country Planning Act 1990 provides that it can be used or developed in any manner permitted by grant of planning permission.

12. In both these cases, it is considered that the sites are no longer required for the purpose for which they were originally held and appropriation will facilitate development, redevelopment or improvement of the land.

13. Where land is appropriated for planning purposes, it will then be held by the Council under the statutory provisions within Part 9 of the Town and Country Planning Act 1990. The practical consequence of this (by virtue of Section 203 of the Housing and Planning Act 2016) is that the erection, construction or carrying out of any maintenance of any building or work on the land and subsequent use of the land is authorised under those planning powers, if the works are done in accordance with that planning permission.

14. The purpose of Section 203 of the Housing and Planning Act 2016 is to ensure that where land has been appropriated for planning purposes, then existing rights, which could prevent the development of that land from proceeding in accordance with the planning permission, can be overridden. The rights will be overridden whether the Council or a party deriving title from the Council undertakes the development.

15. The power contained in Section 203 of the Housing and Planning Act 2016 does not remove the legitimate rights of parties to compensation, which may arise from the interference with their rights, but it does remove the potential for excessive claims, and it also removes the potential for such parties to frustrate the development by obtaining an injunction to prevent the interference with their rights.

16. As the decision to appropriate is considered a key decision (as a matter which is commercially, politically or strategically sensitive) it falls to Cabinet to consider this.

17. Any decision of the Council can be judicially reviewed. Any judicial review must be lodged as soon as possible after the decision is made and, in any event, not later than three months after the date of the decision. The anticipated earliest date for disposing of the sites will therefore be three months after this decision to appropriate them.

18. Whilst it is unlikely that an application would be submitted in the respect of the subject sites, following the decision in BDW Trading Ltd v Spooner case in 2011, the court held that such an appropriation would override Village Green status.

Safeguarding Implications

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

Public Health Implications

20. The appropriation does not have any direct public health implications. However, when the sites are developed it is considered that this will enhance public health standards.

Procurement Implications

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

Equalities Impact of the Proposal

22. There are no equalities implications arising from this report.

Environmental and Climate Change Considerations

23. These have been considered as part of the application for planning permission, and there are no known environmental impacts of the proposal to appropriate.

Workforce Implications

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

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

25. It is possible that a third-party claim may arise that could thwart the implementation of the planning permissions.

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

26. A claim for compensation may be submitted but it is considered that the overriding of any covenants would not have a significant impact on the land benefiting from them.

Financial Implications

27. It is possible that a claim for compensation will be received, but it is considered that the loss in value to the land benefitting from any covenants would be nominal.

28. The proposed transactions will provide the Council with capital receipts which will offset any potential costs as above. The appropriation will enhance the prospects of sites proceeding to completion and finalising the Council's aims of facilitating access from the development to the town centre at Darcy Close and provision of residential housing including social housing in Marlborough.

Legal Implications

29. See paragraphs 10 to 18 above.

Overview and Scrutiny Engagement

30. The report has not been referred to the Overview and Scrutiny Committee, as it is a procedural matter.

Options Considered

31. The Council could decide not to appropriate the land for planning purposes. In such a situation if a valid third-party claim was submitted, then the provision of the developments might not occur.

32. Compensation will be paid to any individual or organisation that has a valid claim, but they would not be able to prevent the developments being constructed.

Conclusions

33. Taking all of the above into account, it is considered that Appropriating For Planning Purposes the sites identified will ensure that the developments, which having planning permission, can take place thereby meeting some of the aspirations of the Council's Business Plan.

Andy Brown: Deputy Chief Executive & Corporate Director Resources

Report Author: Mark Hunnybun, Strategic Projects and Development Manager, mark.hunnybun@wiltshire.gov.uk, 01225 713230

Appendices

Appendix 1 – Land plan Darcy Close, Chippenham

Appendix 2 – Former Resource Centre, Cherry Orchard, Marlborough

Background Papers

None

Appendix 1 - Land plan Darcy Close, Chippenham

Appendix 2 - Former Resource Centre, Cherry Orchard, Marlborough

This page is intentionally left blank