

AGENDA

Meeting: Cabinet
Place: The Kennet Room - County Hall, Trowbridge BA14 8JN
Date: Tuesday 11 October 2022
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 stuart.figini@wiltshire.gov.uk

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

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

Membership:

Cllr Richard Clewer	Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing
Cllr Laura Mayes	Deputy Leader and Cabinet Member for Children's Services, Education and Skills
Cllr Jane Davies	Cabinet Member for Adult Social Care, SEND and Inclusion
Cllr Phil Alford	Cabinet Member for Housing, Strategic Assets and Asset Transfer
Cllr Ian Blair-Pilling	Cabinet Member for Public Health and Public Protection, Leisure, Libraries, Facilities Management and Operational Assets
Cllr Nick Botterill	Cabinet Member for Finance, Development Management and Strategic Planning
Cllr Dr Mark McClelland	Cabinet Member for Transport, Waste, Street Scene and Flooding
Cllr Ashley O'Neill	Cabinet Member for Governance, IT, Broadband, Digital, Licensing, Staffing, Communities and Area Boards

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Part I

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

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

1 **Apologies**

2 **Minutes of the previous meeting** (*Pages 5 - 18*)

To confirm and sign the minutes of the Cabinet meeting held on 27 September 2022.

3 **Declarations of Interest**

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

4 **Leader's announcements**

5 **Public participation and Questions from Councillors**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Stuart Figini of Democratic Services stuart.figini@wiltshire.gov.uk 01225 718221 by 12.00 noon on 5 October 2022.

Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Update on Council's response to the climate emergency** (*Pages 19 - 46*)

Report of the Chief Executive

7 **Domestic Abuse External Grant Allocation - Year Two (2022-23)** (*Pages 47 - 56*)

 Report of the Chief Executive

8 **Parish Stewards - Additional Funding** (*Pages 57 - 64*)

 Report of the Chief Executive


9 **Update on Social Mobility and community conversations** (*Pages 65 - 72*)

Report of the Chief Executive

10 **New Term Highways Maintenance Contract - Results of Procurement Exercise** (*Pages 73 - 92*)

 Report of the Chief Executive

11 **Remobilisation of City Hall** (*Pages 93 - 106*)

 Report of the Chief Executive

12 **Urgent Items**

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

Part II

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

13 **Exclusion of the Press and Public**

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Numbers 14 and 15 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

14 **New Term Highways Maintenance Contract - Results of Procurement Exercise** (*Pages 107 - 126*)

 Report of the Chief Executive

15 **Remobilisation of City Hall** (*Pages 127 - 128*)

 Report of the Chief Executive

Cabinet

MINUTES OF THE CABINET MEETING HELD ON 27 SEPTEMBER 2022 AT THE KENNET ROOM - COUNTY HALL, TROWBRIDGE BA14 8JN.

Present:

Cllr Richard Clewer (Chairman), Cllr Laura Mayes (Vice-Chairman), Cllr Jane Davies, Cllr Phil Alford, Cllr Ian Blair-Pilling, Cllr Nick Botterill, Cllr Dr Mark McClelland and Cllr Ashley O'Neill

Also Present:

Cllr Dominic Muns, Cllr Clare Cape, Cllr Gavin Grant, Cllr Ruth Hopkinson, Cllr Tamara Reay, Cllr Jo Trigg, Cllr Suzanne Wickham, Cllr Graham Wright, Cllr Tony Jackson, Cllr Caroline Thomas and Cllr Stewart Palmen

74 **Apologies**

There were no apologies.

75 **Minutes of the Previous Meeting**

The minutes of the meeting held on 12 July 2022 were presented for consideration, and it was,

Resolved:

To approve and sign as a correct record the minutes of the meeting held on 12 July 2022.

76 **Declarations of Interest**

There were no declarations of interest.

77 **Leader's Announcements**

The Leader presented a lengthy statement in respect of the ongoing cost of living crisis. This was set out in detail in Agenda Supplement 2, including details of council actions such as the energy rebate to homes in council tax bands A-D, local welfare provision and support for initiative to address capped fuel prices through energy efficiency. It also outlined work with community groups and public service partners and central government, working with vulnerable residents, business (including schools) and staff. The Leader met regularly with local MPs to raise these issues.

Councillors Ian Thorn, Gordon King and Gavin Grant sought further details from the Leader, in respect of council tax, challenges for retail tenancies, work with voluntary groups, limiting bureaucracy wherever possible, social housing

providers, rural poverty including access to food banks, and other matters. The Leader also noted the importance of Area Boards as community based groups to focus on cost of living matters if possible.

78 **Public Participation and Questions from Councillors**

58 questions had been received from members of the public and elected members. Written responses were set out in Agenda Supplement 2.

Dr Celia Beckett (Question 22-144), Chair of Hilperton Area Action Group, was in attendance and asked a supplementary question regarding the core strategy and its policies regarding the villages around Trowbridge and the maintenance of open countryside between them.

Councillor Nick Botterill, Cabinet Member with responsibility for strategic planning, clarified that the existing core strategy remained in effect until any future review and adoption of a new plan, although this could not prevent the submission of applications, noting in particular the ongoing lack of a 5 year housing land supply for the council. The Leader noted recent comments from the Prime Minister on housing targets and investment zones, and that further detail was required.

79 **Financial Year 2022/23 - Quarter One Revenue Budget Monitoring**

Councillor Nick Botterill, Cabinet Member for Finance, Development Management, and Strategic Planning, presented a report on the first quarterly revenue budget monitoring forecast position (as at 30 June 2022) for the financial year 2022/23, and an update on the Medium Term Financial Strategy and projected budget gap for the financial year 2023/24.

Councillor Botterill noted that certainty would increase in future quarters, but that at present there was a potential year end underlying overspend of £12.35m and a net overspend of £6.02m. He noted this was before the finalisation of the pay award for 2022/23, with the forecast reflecting a position of the employers offer made at the end of July 2022.

Councillor Botterill stated the yearly deficit would be covered through reserves, which supported the position taken in the last financial year which enabled the management of the current position. The budget gap would, however, need to be addressed as part of the Medium Term Financial Strategy.

The Leader provided further comments on the constant monitoring of the financial position, as well a need to assess the impacts of inflation, particularly in areas of high relevance to local authorities.

Councillor Gavin Grant, as Vice-Chairman of the Financial Planning Task Group, provided details of recent meetings with the Cabinet Member and officers. He highlighted concerns over the dedicated schools grant, which continued to have a significant deficit, and uncertainty whether government

would continue to recognise this as beyond local authorities' direct control. There was also discussion on fees and charges, and car parking returns.

Councillor Ian Thorn sought additional details on use of the latent demand reserve, highway contract inflation and the economy and regeneration budget.

At the conclusion of discussion, it was then,

Resolved:

That Cabinet approve:

- a) the transfer of £0.110m into a SEN Inspection reserve, as detailed in paragraph 37 of the report;**

That Cabinet note:

- a) the current revenue budget is forecast to overspend by £6.020m by the end of the financial year and that this will be managed through the use of earmarked reserves;**
- b) the current forecast savings delivery performance for the year;**
- c) The £0.531m draw from the Transformation Reserve to fund transformation activity in 2022/23 in the Family and Children's Transformation (FACT) programme and Customer Experience programme;**
- d) the updated position in respect of the current estimated financial gap for 2023/24;**
- e) the key dates and timescales that are required to set a balanced budget.**

Reason for Decision

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

To inform Cabinet on the forecast revenue financial position of the Council for the financial year 2022/23 as at quarter 1 (30 June 2022), including delivery of approved savings for the year.

To inform Cabinet on the current position for the setting of the 2023/24 budget, it begins the process and focus for setting plans and resources for providing the services and support that will be essential for delivering a financially sustainable council and effective, quality public services for the residents of Wiltshire.

80 **Financial Year 2022/23 - Quarter One Capital Budget Monitoring**

Councillor Nick Botterill, Cabinet Member for Finance, Development Management, and Strategic Planning, setting out the capital programme for 2022/23 as of 30 June 2022 for the first quarterly budget monitoring period, along with updates on significant schemes planned to be delivered and those reprofiled to future years.

Councillor Gavin Grant, as Vice-Chairman of the Financial Planning Task Group, commented on the high level of capital spend vs the historic annual average, and some schemes listed as progressing slower than anticipated. The Task Group was seeking further details on the process to ensure the programme remained achievable, and of the Asset Gateway Board who would review this quarterly.

Councillor Jo Trigg raised a question relating to programmes to replace school pratten buildings, and whether there was a commitment this would remain on the programme for 2023/24.

At the conclusion of discussion, it was then,

Resolved:

That Cabinet note:

- a) The additional budgets added to the programme of £12.848m under Chief Finance Officer delegated powers;**
- b) the movement of £22.598m of budgets into future years under Chief Finance Officer delegated powers;**
- c) Budget Movements between Schemes;**
- d) the revised 2022/23 Capital Programme as at quarter 1 of £269.427m; and**
- e) the capital spend as of 30 June 2022 of £21.866m**

Reason for Decision

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

To inform Cabinet on the financial position of the Council on the 2022/23 capital programme as at quarter 1 (30 June 2022).

81 **Council Performance and Risk – Quarter One Monitoring**

Councillor Richard Clewer, Leader of the Council, introduced the report which provided an update on performance against the stated missions in the Council's Business Plan 2022-32, its strategic risks, and proposed future developments.

He noted that performance boards monitoring risk and performance received significantly more detail and data than the summarising report. He noted that the monitoring would evolve over time, as improved metrics emerged, and commented on the detailed risk register, setting out mitigations wherever possible. He drew attention to scorecard reporting including on residual waste rates.

Councillor Ian Thorn raised some questions and comments including on how specific targets were set for instance for educational gaps in relation to phonics, how the percentage of physically active adults was calculated, and welcoming the risk register including details of emerging risks such as arising from a new government.

Councillor Clare Cape asked whether longer time series would be appropriate for some metrics, and impacts on services such as issuing of bus passes from staff retention and recruitment.

Councillor Caroline Thomas also made a comment about whether some key risks and progress on them could be reflected within the performance dashboard, such as on the 5 year housing land supply.

The Leader and Cabinet Members responded to the comments, including ongoing discussion on which metrics could be included, and a judgement call on how much of a timeframe would be useful for particular metrics

At the conclusion of discussion, it was then,

Resolved:

That Cabinet note the updates and outturns:

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

Reason for Decision

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

The Strategic Risk Summary captures and monitors significant risks facing the

Council, in relation to significant in-service risks facing individual areas and in managing its business across the authority.

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

82 **Wiltshire Council Adoption Service: 2021-2022 Year End Report**

Councillor Laura Mayes, Deputy Leader and Cabinet Member for Children, Education, and Skills, presented the year end report regarding the performance of the Wiltshire Council Adoption Service, alongside a consideration of the effectiveness of Adoption West, the regional adoption agency owned and commissioned by six partner local authorities, which was now in its third year of operation. The report had been considered by a Task Group of the Children's Select Committee.

It was explained that Adoption West was inspected in January 2022 with an overall inspection judgment of good, with a realistic view from managers and the board on issues and comprehensive support and scrutiny.

Details from the report were highlighted such as the average time between a child entering care and moving in with their adopted family decreasing, the average time from the councils receiving court authority to place a child and the authority deciding upon a match also decreasing. The average time from entering care to receiving a placement order had increased. Councillor Mayes provided a case study of two children, to demonstrate how each story was different and how wider family circumstances could make targets more complex.

Councillor Ian Thorn offered his thanks to Councillor Mayes for the update, and to all the families adopting and all those involved in the process.

At the conclusion of discussion, it was then,

Resolved:

That Cabinet note the report and its contents as considered against the Corporate Parenting Strategic Priority.

Reason for Decision

Wiltshire Council is an Adoption Agency registered with Ofsted. The 2014 Adoption Minimum Standards (25.6) and 2013 Statutory Guidance (3.93 and 5.39) describe the information that is required to be reported to the executive side of the local authority, on a six-monthly basis, to provide assurance that the adoption agency is complying with the conditions of registration whilst being effective and achieving good outcomes for children.

83 **Wiltshire Independent Living Strategy 2022-2027**

Councillor Jane Davies, Cabinet Member for Adult Social Care, SEND, and Transition & Inclusion, presented a report summarising the draft Wiltshire Independent Living Strategy 2022-2027. This aimed to maximise the independence, choice and control for people with a mental health condition, learning disability and/or autism spectrum disorder in Wiltshire by providing the right accommodation and support in the right place at the right time.

Councillor Davies stated the strategy would involve an ambitious programme of work, and that health partners and the voluntary sector as well as social care providers had been engaged with in order to draft the strategy.

Cabinet Members offered their support for the strategy, including the creativity involved in developing constructive approaches for example in respect of housing.

Councillor Gordon King, Vice-Chairman of Health Select Committee, thanked the Cabinet Member and officers for presenting the report to the Committee. He noted the recommendations. He welcomed commitment to develop service specifications and business cases to plug gaps in services that had been identified, with the Committee looking forward to updates on delivery of the strategy.

At the conclusion of discussion, it was then,

Resolved:

That Cabinet agrees the five principles outlined in the report and the following key actions:

In the short-term (next 12 months) we will:

- **Make sure our processes are clear to everybody, to ensure smooth pathways for housing and social care**
- **Build on our needs analysis and agree new ways of delivering and commissioning the right housing and care**
- **Establish arrangements for indemnifying housing providers if a person lacks capacity to sign a tenancy, to give housing market confidence**
- **Explore the feasibility of deregistering residential care and be in the process of remodelling to supported living**
- **Identify where there are opportunities to provide value for money and improve outcomes by Council having a role in the provision of housing and/or care**

- See excellent joint working across Bath & North East Somerset (BSW) Integrated Care Board (ICB)

In the medium-term (the next 2-3 years), we will have:

- Recommissioned our framework of care and support providers (known as the Good Lives Alliance (GLA))
- Fully implemented a dynamic system Provider Assessment and Market Management Solution (PAMMS) which will improve the collection and analysis of data
- Implemented the South West Association of Directors of Adult Social Services (ADASS) framework for out-of-County residential care

In the longer-term (the next 4-5 years), we will:

- Have developed a pipeline of accommodation schemes to meet needs, and be well on the way to delivering these
- Be consistently measuring people's satisfaction and outcomes

Reason for Decision

We currently face several challenges which stop us realising the vision set out above:

Housing and care markets in Wiltshire provide limited quality and choice – we need a new approach to commissioning accommodation and support, including where appropriate intervening in the market, building or buying new housing in the right places, providing support and modelling good-practice.

There is a ***lack of focus on recovery*** – especially for people with mental health conditions. With robust needs analyses, we will develop business cases for new models of support which promote independence and recovery.

There is a ***lack of housing and care options*** in the right place – especially for people with learning disabilities and autism spectrum conditions. This leads to an over-provision of out of County and/or residential settings, where independent living closer to home would deliver better outcomes. We will create more housing choices for people, including building where they are most needed.

Housing and care provision is often not well aligned – through our commissioning functions, we are developing stronger relationships with and between housing and care providers. Internally, we will review our

own processes to make sure these are clear and seamless.

Pathways are not always clear to the public – we will provide clear information to help people find accommodation and support which meet their needs..

84 **Substance Misuse - Proposed Spend Allocations For The Supplementary Grants**

Councillor Ian Blair-Pilling, Cabinet Member for Public Health and Public Protection, Leisure, Libraries, Facilities Management and Operational Assets, presented a report to seek authority to endorse proposals for use against the Supplementary Substance Misuse Treatment and recovery grant.

Councillor Blair-Pilling set out details of the Home Office grant that was part of a 10 year plan to cut substance misuse, with the core priorities listed in the report, which also set out details of new roles and approaches as part of the plans.

Councillor Gordon King, Vice-Chairman of Health Select Committee, confirmed the Committee had received the report and commended it to Cabinet.

At the conclusion of discussion, it was,

Resolved:

That Cabinet:

- a) **Endorse the proposals outlined to use against the Supplementary Substance Misuse Treatment and recovery grant;**
- b) **Delegate authority for the decision of future spend against the Supplementary Substance Misuse Treatment and Recovery Grant to the Director of Public Health in consultation with the Cabinet Member for Public Health.**

Reasons for Decision

The Home Office have awarded Wiltshire Council the sum of £351,756.00 for the financial year 2022/23 and indicative amounts of £360,000.00 for 23/24 and £630,000.00 for 24/25. Due to the total value of this three -year scheme, Cabinet are asked to support the proposals outlined in the paper for use against the Supplementary Substance Misuse Treatment and recovery grant (SSMTR grant).

Cabinet are also requested to delegate responsibility for future spend of the additional monies awarded for years two and three of the grant as per the proposals above.

85 **Service Devolution & Asset Transfer Policy**

Councillor Phil Alford, Cabinet Member for Housing, Strategic Assets, and Asset Transfer, presented the report which detailed the refresh of the Service Devolution and Asset Transfer Policy. The policy enables the transfer of services and assets to town and parish councils, an activity which was paused during the Covid-19 pandemic as resources were reallocated.

Councillor Alford provided details of the review of the policy, noting legal requirements were often complex and by necessity involved lengthy negotiations from the bodies involved. The refreshed policy had clearer expectations including on exempt assets, and the Executive had accepted many of the recommendations of the scrutiny exercise which had examined the draft policy. In respect of resourcing the intention was to resource fully from April 2023 in the next budget cycle, and in the meantime draw down on transformation reserves.

The Leader welcomed the updated policy, stating examples at Salisbury and Devizes showed the positive difference that could be made despite the complexity of agreeing the transfers having been difficult.

Councillor Ruth Hopkinson, Chair of the rapid scrutiny exercise which had examined the policy, speaking on behalf of that group, responded to the update from the Cabinet Member and the report. She stated they did not consider the refreshed policy had addressed the concerns that had existed with the previous version, stating there was still a lack of resourcing, that the complexity of the process and cost to town and parishes had not been improved, that there was a lack of transparency and lack of clarity on which areas would be engaged with and how.

The Leader responded to the comments, stating he did not recognise that characterisation of the policy in any way, which he said was not grounded in fact. He stated significant resources had been committed and was being properly taken forward under budget processes once the new policy had been implemented and not before, that legal issues mandated some level of complexity, and that the council had been very open about the order in which areas would be engaged with to take forward and develop proposals. In respect of devolving services or assets on licence which Councillor Hopkinson raised, he stated where this had been done it was in order to avoid delays, but it was clear the intention was to make the transfers permanent in time.

Councillor Graham Wright, Chairman of Overview and Scrutiny Management, confirmed the policy would be discussed at his Committee on 28 September 2022.

Councillor Ian Thorn criticised the response to the scrutiny comments. Councillor Stewart Palmen raised points regarding discussions with Trowbridge Town Council.

The Cabinet Member made further comments on the resourcing of the programme, the transparency of listing assets, and the negotiation periods involved. He also pointed to recent transfers in Bradford-on-Avon.

At the conclusion of discussion, it was,

Resolved:

That Cabinet:

- 1) Approve the revised Service Devolution and Asset Transfer Policy.**
- 2) Approve a drawdown of up to £200K from the transformation earmarked reserve to enable sufficient resource to deliver on requests**

Reasons for Decision

The Home Office have awarded Wiltshire Council the sum of £351,756.00 for the financial year 2022/23 and indicative amounts of £360,000.00 for 23/24 and £630,000.00 for 24/25. Due to the total value of this three -year scheme, Cabinet are asked to support the proposals outlined in the paper for use against the Supplementary Substance Misuse Treatment and recovery grant (SSMTR grant).

Cabinet are also requested to delegate responsibility for future spend of the additional monies awarded for years two and three of the grant as per the proposals above.

86 Future High Streets Fund - Trowbridge - Update

Councillor Richard Clewer, Leader of the Council, introduced the report which provided details on progress in delivering the Future High Streets Fund programmes in Trowbridge and Salisbury.

Councillors Stewart Palmen and Jo Trigg commented on the report, noting the works to the town hall and highways improvements. In response to queries it was stated that the vacant commercial units fund, as a capital grant, needed to be invested in buildings, but that options were being explored on how to help prospective leaseholders.

At the conclusion of discussion, it was then,

Resolved:

That Cabinet:

- 1) Notes the contents of this report**

- 2) **Delegates authority to spend allocated FHSF grant funding to the Corporate Director of Place, in consultation with the Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing in line with the FHSF funding criteria as set by DLUHC.**
- 3) **Delegates authority to appropriate development, procurement and delivery of individual workstreams within the programme to Corporate Director for Place, in consultation with the Leader of the Council and Cabinet Member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing in line with programme outcomes.**

Reason for Decision

Town centres have been negatively affected by a number of factors over a long period of time, resulting in a significant decline of the vitality, attractiveness and perception of the town centre. Over the previous two decades, high streets across the country have been affected by widespread change in consumer behaviours and shopping habits largely in the form of out-of-town shopping and more recently online retail.

These changes have contributed to the decline of the town centre as the heart of the community and continues to threaten long-term viability of business operators.

Government has sought to address these impacts through the formation of the High Street Task Force and Towns Fund, which includes the Future High Streets Fund.

Through Future High Streets Funding, Trowbridge and Salisbury have the chance to significantly kickstart the strengthening and diversification of the offers and accessibility to their high streets.

This report provides an update of the FHSF projects which are being developed and delivered to support enhancements to the centres of Trowbridge and Salisbury.

Interventions are in line with the funding criteria as set out by Government through the FHSF Prospectus and guidance documents

*Trowbridge was awarded £16,347,056
Salisbury was awarded £9,355,731*

Successful and timely delivery of the Future High Streets Fund Programme will enable Wiltshire Council to work with partners to initiate that process and attract in other public and private sector funding to rejuvenate town centres.

87 **Future High Street Fund - Trowbridge Town Hall Refurbishment and Asset Transfer**

Councillor Richard Clewer, Leader of the Council, introduced the report which provided details on progress of a scheme of works to refurbish Trowbridge Town Hall, with funding allocated from the Future High Streets Fund for Trowbridge, and to confirm Trowbridge Town Hall Trust Ltd as the preferred end user and operator.

There being no further comments, it was then,

Resolved:

That Cabinet:

- 1) Notes the outcome of the scoping exercises and feasibility studies which have led to the outline designs and forecast costs for the refurbishment and reconfiguration of Trowbridge Town Hall and, subject to a deliverable scheme being achieved within the funding available from FHSF;**
- 2) Confirms Trowbridge Town Hall Trust Ltd. (company registration number 08142832 and charity registration number 1157058) (“TTHT”) as the end-user and operator of Trowbridge Town Hall, once refurbishment has been completed, subject to ongoing due diligence.**
- 3) Confirms that upon completion of the refurbishment, Trowbridge Town Hall should be let to TTHT on the basis of a 125 year lease.**
- 4) Delegates authority to the Director of Assets and Commercial Development (in consultation with Solicitor to the Council) to authorise the entering into a collaboration agreement and agreement for lease, and the grant the long lease, pursuant to the agreement for lease.**

Reason for Decision

Trowbridge Town Hall (“the Town Hall) is in urgent need of modernisation and repair to enable a sustainable legacy and maximise use of all the available spaces within.

Significant refurbishment is required in the short term to prevent the Town Hall from becoming completely unusable, within the next 5-10 years, which would lead to further disintegration of not only this extremely valuable community asset, but of the high street upon which it prominently sits.

Once refurbished, the Town Hall would have greater capacity to organise events and provide a varied offer for community events, live music, arts festivals, meetings, cinema, theatre, youth clubs, business support, workspace,

training and education, whilst ensuring use of the building remains financially sustainable.

Modernising the Town Hall will reduce the on-going revenue and maintenance costs and ensure its long-term sustainability.

TTHT, as existing occupiers and operators of the Town Hall are seen as the best fit for facilitating the future sustainable use of the Town Hall. TTHT will be subject to full challenge throughout the period leading up to the grant of lease to ensure it continues to be a fit organisation to take over the use and maintenance of the Town Hall as a community asset.

A long lease is seen as the best method of achieving the outcomes outlined for the Town Hall.

88 **Urgent Items**

There were no urgent items.

(Duration of meeting: 10.00 am - 1.20 pm)

The Officer who has produced these minutes is Kieran Elliott of Democratic Services, direct line 01225 718504, e-mail stuart.figini@wiltshire.gov.uk

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

Wiltshire Council

Cabinet

11 October 2022

Subject: Update on Council's Response to the climate emergency

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

Key Decision: Non key

Executive Summary

At its meeting held on 26 February 2019 Full Council resolved to acknowledge that 'there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030'.

A commitment was made to provide six-monthly progress updates on actions the council is taking to tackle the climate emergency in Wiltshire. This is the sixth progress report to Cabinet following updates in October 2019, July 2020, February 2021, July 2021 and February 2022. Significant progress is reported against each of the seven Climate Strategy themes.

Proposal(s)

That Cabinet:

1. Notes the actions taken in response to the climate emergency following the last update in February 2022.

Reason for Proposal(s)

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

**Terence Herbert
Chief Executive**

11 October 2022

Subject: Update on Council's Response to the climate emergency

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

Key Decision: Non key

Purpose of Report

1. To provide the sixth progress update on actions taken in response to the climate emergency.

Relevance to the Council's Business Plan

2. The programme of work to seek to make the county of Wiltshire carbon neutral by 2030 will contribute to all four business plan priorities (2022-32) of:
 - i. Empowered People
 - ii. Resilient Society
 - iii. Thriving Economy
 - iv. Sustainable Environment

Specifically, the mission to make Wiltshire a place where 'we are on the path to carbon neutral (net zero)'.

3. The update on the actions taken in response to the climate emergency is structured against the seven delivery themes of the draft climate strategy.

Background

4. At its meeting held on 26 February 2019 Council debated the following notices of motion:

12b) Acknowledging a Climate Emergency and Proposing the Way Forward;

12c) Environment and Global Warming.

The council resolved to acknowledge that there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030.

The [minutes](#) of the meeting are available online (see pages 21 to 24). Cabinet has also pledged to make Wiltshire Council carbon neutral by 2030.

5. As part of this motion, the council resolved that Cabinet should report to Full Council on a six-monthly basis regarding the actions the council is taking and will take to address the climate emergency. The fifth report was presented to Cabinet in February 2022.
6. A Global Warming and Climate Emergency Task Group was established by Environment Select Committee in 2019 to develop recommendations to seek to achieve the target of making the county of Wiltshire carbon neutral by 2030. The task group developed two reports and recommendations covering energy, transport and air quality (see Environment Select Committee papers for [13 January 2021](#)) and planning (see Environment Select Committee papers for [3 March 2021](#)).
7. In November 2021 the Task Group updated its name to the Climate Emergency Task Group and agreed its revised objectives as:
 - To help shape and influence the development of Wiltshire Council's programme (in all relevant areas) for meeting its objective of making Wiltshire Council carbon neutral and seeking to make the county of Wiltshire carbon neutral by 2030 (excluding the geographical area administered by Swindon Borough Council).
 - To scrutinise the delivery of this objective through the Climate Strategy (2022-2027) and its delivery plans, as well as key plans, policies and programmes, such as the Local Plan, Local Transport Plan and Green and Blue Infrastructure Strategy. Including the way in which the Council is measuring progress and how it is performing and reporting against baselines.
 - To provide recommendations on other aspects of decarbonising the county including partnership working and community-led approaches as well as acting as a national role model.
8. The Wiltshire [Climate Strategy](#) was approved by Council in February 2022. It sets out a framework for the council's climate programme under seven delivery themes. Page 18 of the strategy document commits us to developing delivery plans with more detail on actions and targets under the areas of focus in the strategy.
9. On 1 February 2022, Cabinet delegated permission to the Corporate Director for Place in consultation with the Cabinet Member for Climate Change to approve delivery plans for the climate strategy once developed (see item 21 [here](#)).

Main Considerations for the council

10. The council has again made significant progress in responding to the climate emergency, as detailed below.

11. Following adoption of the [Climate Strategy](#) in February this year, delivery plans have been published which set out how Wiltshire Council will deliver its objectives. The first one, our [Carbon Neutral Council Plan 2022-2024](#), focuses on achieving our commitment to be carbon neutral as an organisation by 2030. The second delivery plan - [Climate Strategy Delivery Plan for Wiltshire 2022-2024](#) - is outward-facing and focuses on actions that Wiltshire Council can take either alone or in partnership with others to lead the transition to a carbon neutral county.
12. Prioritisation of actions takes into account the Climate Strategy 'areas of focus' where it was clear that work needed to be done. Some of these were marked with an exclamation mark to indicate that work needed to start immediately. The actions have been prioritised according to their impact on carbon emissions, but also their ability to kick start the necessary change or generate the understanding that we will need to help us move to a carbon neutral Wiltshire. The plans also take into account co-benefits, feasibility and cost. A set of Key Performance Indicators (KPIs) will help us to track delivery and these are listed at the end of both delivery plans.
13. Work was carried out by the council and consultants Anthesis, specialists in providing support and expertise to organisations looking to be as sustainable as possible, to understand the specific measures required for the county to achieve carbon neutrality. The resulting Pathways [reports](#), published in May 2022, have provided the council with a clear picture of the way forward, progress made so far and have informed the delivery plans.

Public engagement

14. All 18 Area Boards have confirmed Addressing Climate Change / Environmental Issues as a priority for 22/23 and appointed an Environment Lead. A meeting of the Area Board Environment Leads in March 2022 identified a need to hold a webinar on electric vehicle charging infrastructure for town and parish councils. The webinar was held in September (see paragraph 25).
15. An update on projects in each area will be provided at the next 6 monthly update which is scheduled for May 2023.
16. Thirty-three people from across Wiltshire have been recruited to take part in a Climate and Environment Forum to be held online 2-4 times a year. The Forum is a reference group for Wiltshire Council's Environment directorate to enable a regular two-way dialogue and ideas sharing with a representative group of Wiltshire residents. The first informal meeting was held in July 2022 and the first formal meeting in September 2022 to discuss this progress update.
17. The #WiltsCanDoThis social media campaign was refreshed for 2022 with a focus on the cost of living crisis, and what people can do to save money which is also good for the environment

18. Between 15 August 2021 and 15 August 2022, 123 posts have been shared across Facebook and Twitter reaching 179.5k individual accounts (please note that Twitter doesn't provide this data so Twitter reach is not included in this figure). Our content was viewed by these individual accounts 278.1k times. There have been 2.4k clicks on links within the social media posts. There were also 137 comments on posts, 605 likes and 313 shares or retweets.
19. Top posts included grants to improve home energy efficiency and cost of living advice like washing clothes at a lower temperature and using the microwave instead of a conventional oven where appropriate.

Adaptation and Resilience

20. Wiltshire Council is a member of the Local Resilience Forum (LRF) along with organisations such as Environment Agency, NHS, emergency responders and Met Office. Recently the LRF Severe Weather Group has started to include climate change as a regular item on its meeting agenda, enabling the council's Climate Team to attend and play a more active part in this Forum focussing on resilience to the effects of climate change.
21. The council is aware of where flooding is taking place, and works in partnership with the Environment Agency, Natural England and other partners e.g. landowners to identify and reduce flood risk. This will include infrastructure spend of £400k on CCTV drainage repair work and then £400k completing land drainage schemes. Additional corporate capital funding of £500k per year has been made available for 3 years to mitigate flooding as a result of climate change and land use changes. New infrastructure is designed using Environment Agency flood risk data which has not informed existing pipe networks, and will take account of climate change.
22. In July Cabinet approved [proposals](#) which include £333,000 each year invested into emptying gullies. Currently the council spends £1.27m each year emptying gullies, with those on main roads or at most risk of flooding emptied once a year, and others cleared and emptied every three years. This new investment will pay for an extra combination jet vacuum unit to enable the highways teams to focus on problem areas throughout the county that are at most risk of flooding.

Delivery theme: Transport

Electric Vehicle Infrastructure

23. Progress has been made on implementing the council's Electric Vehicle Charging Infrastructure Plan (approved October 2021). The feasibility study into the replacement of existing EV charging infrastructure has been completed and the location of these charge points has been identified in line with the 2022-24 plan (see Appendix 1)
24. The council has carried out a tender process for provision and replacement of EV charging points at towns with a population of 10,000 or more with the

aim for these communities to have at least one council-sponsored public EV charge point. The contract has been awarded and arrangements are being made for start of the contract. Timings of implementation will be communicated shortly. All of the council's electric vehicle charge points use electricity from a green tariff.

25. In addition to the replacement programme above, Town and Parish Councils are able to access support to apply for grant funding for EV chargers, with council grants of up to £2,500 per site. A webinar for town and parish councils and village hall committees was held on 14 September to communicate the council's approach to EV charging infrastructure, including plans for a longer-term EV infrastructure strategy and sharing information on grants from the Office of Low Emissions Vehicles (OLEV). Over 80 participants registered to attend, representing more than 60 organisations across the county.

Public transport

26. Wiltshire Council has been awarded £1.2m by the government's Department for Transport (DfT) to launch an improved flexible, on-demand bus service in the Pewsey Vale area. A consultation survey ran from 25 May to 15 July and allowed people to have their say and let us know what they would like to see from the service.
27. Flexible, on-demand bus services do not run to a set timetable like usual buses. Instead, they enable people to phone or book a bus service via an app, to take them anywhere within the service area at a time to suit them. In the case of this new service, the area it will cover takes in much of Pewsey Vale; from the eastern edge of Devizes, north to Beckhampton and Marlborough, and east to Collingbourne Ducis, Shalbourne and Froxfield, including Pewsey, Burbage, Great Bedwyn and Everleigh. This rural service would provide links to Devizes, Ludgershall and Tidworth, so people can take bus services to other towns.
28. The DfT has confirmed that the Devizes Gateway station project is to be developed further. The study will be led by Network Rail, working in partnership with Wiltshire Council, Great Western Railway and other local partners. The £400,000 study is planned to be completed by March 2023 and will build on the work undertaken for the Devizes Gateway Strategic Outline Business Case, which was submitted to the DfT in November 2021. The study will be made up of two main elements. The first of these will focus on Devizes Gateway and look at station infrastructure requirements, train services and station transport connections, such as bus services and cycling routes. The second element will focus on Westbury station and look at a strategic vision and timetable planning. The proposals meet the council's business plan objective to have well-connected communities.

Active travel

29. People in Wiltshire were consulted during August and September for their views on two cycling and walking plans, one for the whole of the county and

- one for Salisbury. The two Local Cycling and Walking Infrastructure Plans (LCWIPs) set out proposals for cycling and walking networks in each area and highlight how these will be improved to create connected networks for pedestrians and cyclists.
30. The Wiltshire LCWIP is an infrastructure framework for the whole county, while the Salisbury document focuses on the cycling and walking opportunities in the city and the local area. LCWIPs for Chippenham, Devizes and Trowbridge are also in development, but at an earlier stage of the process, and in the future the council will also work on LCWIPs for Amesbury, Bradford on Avon, Calne, Corsham, Malmesbury, Marlborough, Melksham, Royal Wootton Bassett, Tidworth, Warminster and Westbury. The council has engaged with the relevant Town Councils to produce the LCWIPs and encourages them to help deliver the infrastructure where possible.
 31. The aim of the LCWIPs is to provide an environment that will enable and encourage more trips to be made on foot or by bike, and help to improve air quality, reduce traffic congestion and also cut carbon emissions. Where relevant, they will also be used to inform the planning process, and future funding from the Department for Transport for cycling and walking schemes will be linked to each final plan.
 32. The council has recently completed a self-assessment for the newly formed Active Travel England. The results will be used to help inform the award of future development and capacity funding to enable the preparation of schemes for future bids. The council assessed itself as Level 1, which is the level that most councils are expected to be at this stage.
 33. The council is working on a number of cycling and walking schemes around the county. Appendix 2 provides a summary of current progress. The latest project to be implemented is a substantial walking and cycling scheme between Winsley and Bradford on Avon which was completed during the school holidays. This scheme provides a safe route to the local secondary school from the village for pupils. Other active travel schemes are in the process of being prepared with a view to submitting bids when the opportunities arise.
 34. An e-bike hire scheme is being set up in Salisbury, with docking stations at the hospital and at the railway station. The aim is to expand this to Amesbury and Stonehenge to promote green tourism once further funding is available.
 35. The council is reviewing the demand for bike hangars using the data collected in Salisbury in a survey we ran with Co-Cars. We will use this to select preferred sites for a pilot and will discuss these potential pilot locations with the relevant ward councillors.
 36. Bradford on Avon town council is talking to Co-Cars about running a demand survey for a car club and we will help publicise this once it is finalised. We are looking into funding such as Defra Air Quality funds which might be used to implement the pilot scheme.

Air Quality

37. The 2022 Annual Status Report (ASR) has been submitted to DEFRA which reports in detail on the progress made in addressing poor air quality in the 8 Air Quality Management Areas (AQMAs) in Wiltshire. All Wiltshire's AQMA have been declared due to exceedances in NO₂ from road traffic. Once the ASR has been accepted by DEFRA it will be available on the council's website.
38. The Wiltshire Air Quality Action Plan (AQAP) is in the process of being updated and will be subject to public consultation later this year. We will be using Community Infrastructure Levy funding for replacement of our elderly real time monitoring stations and will be shortly commencing a procurement exercise to replace these and add a new station in Calne.

Delivery Theme: Housing and the Built Environment

39. The Council, as Local Planning Authority, is [legally obliged](#) to ensure the policies of the Local Plan Review, when taken as a whole, are designed to ensure that new development contributes to the mitigation of, and adaptation to, climate change. As part of current work on the Local Plan, two policy themes are being developed that relate to the review of Core Policies 41 (Sustainable Construction and Low Carbon Energy) and 42 (Renewable Energy).
40. In terms of sustainable construction, the preferred policy direction is seeking to employ a fabric first approach to the design of new buildings that incorporates energy use and space heating standards. Such policies are considered to be achievable and sound with very little additional increase in build costs when compared to current building regulations. Evidence on this matter has been developed through an extensive peer review of policies in other Local Plans, including work that has recently been the subject of independent examination by the Planning Inspectorate. Further testing of our draft policy will be undertaken later this year through viability assessment and sustainability appraisal.
41. Whilst Core Policy 42 of the Core Strategy remains compliant with national planning policy, the evidence base that supports it is being updated to inform the development of the policy. A new Renewable Energy Study is being prepared by Land Use Consultants and the Centre for Sustainable Energy. The Study will assess the technical potential for renewable energy renewable and low carbon energy, as well as factors that may affect the extent to which technologies can be deployed e.g. grid connection capability, planning constraints and economic barriers. An important element of the Study involves undertaking landscape sensitivity testing for various scales of wind and ground mounted solar development which will include assessments of direct, indirect and cumulative impacts.

Housing retrofit

42. The [Housing Energy Efficiency Programme](#) (HEEP) which will retrofit all 5,000 council homes by 2030 has started and we have carried out retrofit assessments for the first 800 properties. The aim of the project is to reduce the amount of CO₂ produced by 15,000 tonnes across our housing stock.
43. 90 council homes have been retrofitted ahead of the main HEEP using Green Homes Grant Local Authority Delivery Scheme 1b funding. 211 measures have been installed, including: loft insulation, cavity wall insulation, ventilation, LED lights, smart hot water cylinders, air source heat pumps, Quantum storage heaters, PV panels, solar diverters (hot water from PV), heating controls. We have spent £480,000 of the grant and have had good feedback from BEIS with regards to the wider programme and communications.
44. The [Warm and Safe Wiltshire service](#) continues to be delivered by Wiltshire Council and Swindon Borough Council, in partnership with Centre for Sustainable Energy (CSE). Free advice is offered to households on energy efficiency and cutting energy bills, in order to help residents live in safer, healthier homes. The service has been used by 654 households in the months April to July 2022.
45. The Retrofit Project is another project being carried out in partnership with CSE, aimed at finding out more about the retrofit experience and understanding retrofit needs for different types of homes in Wiltshire. The study engages with a number of households that have contacted the Warm and Safe service, advises them on the measures needed to retrofit their home, such as insulation, installing heat pumps or solar panels, and also finds out about how the residents are impacted by the changes. The desktop element of this research has been completed and will provide information on different housing archetypes and identify real life experiences and challenges to retrofitting existing private sector housing stock.

Private Sector Housing

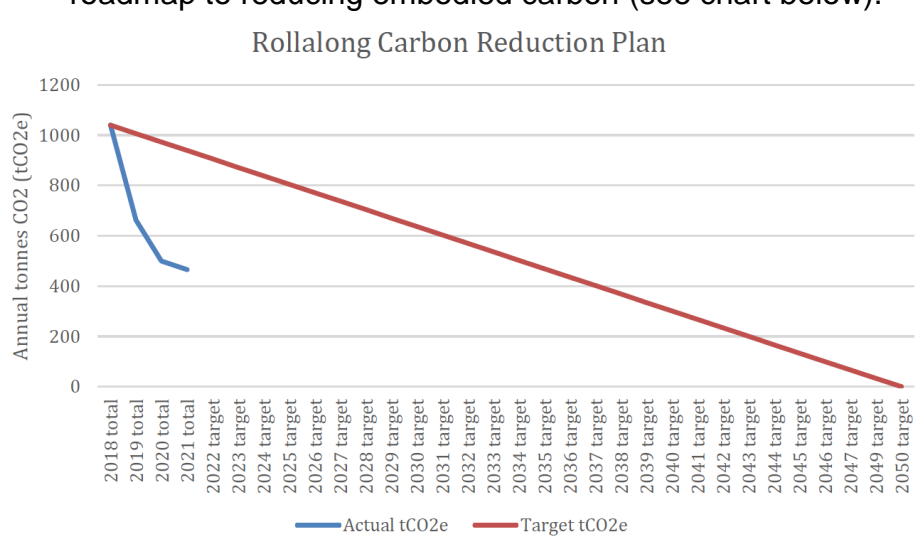
46. An initiative has been undertaken in South West Wiltshire to identify privately rented properties with poor Energy Performance Certificates (EPC) of F & G which by law should not be let out, and also those properties with no EPC at all. The council has identified 50 plus properties since November 2021 that did not have EPCs and has negotiated with the landlords for these to be completed, providing education about legal requirements at the same time. South West Wiltshire has a higher proportion of properties that have poor EPC ratings compared with other parts of the county.

New Build Social Housing

47. The council has tendered a 3 year contract to find a Modern Method of Construction (MMC) provider to deliver 1000 new affordable zero carbon homes. MMC is a process which focuses on off-site construction techniques, such as mass production and factory assembly, as alternatives

to traditional building. The process has been described as a way to produce more, better quality homes in less time. By pooling our demand with other like-minded organisations we can enable these efficiencies by ordering homes from a set of standard house types.

48. This tender was undertaken in collaboration with Magna Housing Association and the contract has been awarded to Rollalong who are currently working on our pilot programme of 19 zero carbon council homes. The factory is based in Wimborne, Dorset and enables opportunities for local employment. During a time of huge price increases and price uncertainty, the tender price, albeit 12% higher than the pilot order based on 2019 prices, has been fixed until March 2023. Therefore all orders placed by March will come with cost certainty.
49. The tender process was the first to include a Cost, Quality and Social Value procurement split with Social Value making up 10% of the overall score. The Social Value to this contract offered over £8m of social value to Wiltshire Specifically.
50. In terms of the quality questions, a strong focus was placed on the commitment of the factory delivering zero carbon homes offering an efficient end product for our customer as well as evidencing their own roadmap to reducing embodied carbon (see chart below).



51. Planning determination has been achieved on our Rowde site, which will deliver 10 of the pilot homes. Planning is awaited for Corsley. It is anticipated that all 19 units will be completed on site by April 2023.

Non domestic retrofit

52. In February 2022, the council in association with Community First, held an online event for members of the Wiltshire Village Hall network with a focus on village hall buildings and their path to net zero. The event was attended by 28 people from a range of village halls. Information was shared on the 'Fabric First' approach and low carbon technologies, with a focus on providing further information for village halls to take away and consider. Two thirds of the halls had already had some improvement measures to their existing buildings. Village Halls that were already on their

low carbon journey shared their experience of undertaking measures, and how they were funded.

Delivery theme: Natural Environment

Engagement

53. On 15 July 2022, Wiltshire Council hosted a [Natural Environment Summit](#) to bring key groups and organisations together to discuss opportunities to make meaningful long-term improvements to local biodiversity. A number of organisations and groups attended, including National Trust, Royal Society for the Protection of Birds (RSPB), Wiltshire Wildlife Trust, Salisbury & Wilton Swifts and the River Marden Project. The purpose of the Natural Environment Summit was to better understand and explore the different collective expertise available and to share knowledge and ideas. It also looked at ways to work together to boost nature's recovery and mitigate climate change. A variety of topics were discussed, including a detailed look at the Environment Act and its opportunities, biodiversity net gain, and the important role of landowners in nature's recovery.
54. The council is at the very early stages of engaging with landowners and their agents to see what initiatives are being proposed to help with climate mitigation and nutrient offsetting and to find out how we can help to facilitate these plans when suitable.
55. As part of a pilot study to test community engagement techniques for the roll out of local-level plans (Settlement Frameworks) to support the [Wiltshire Green and Blue Infrastructure \(GBI\) Strategy](#) and the Local Nature Recovery Strategy, the council undertook face to face community engagement with four communities across Wiltshire in March 2022. Devizes, Calne, Trowbridge and Bradford on Avon were chosen. The council secured £10,000 of funding from Natural England to undertake work with local consultants on ways to engage the public.. As well as reviewing existing local GBI' (e.g. green open spaces, woodlands, river corridors, canals)' and mapping the data, this engagement allowed us to find out what GBI projects local communities were currently engaged in and wished to see in the future. The engagement process also introduced the [Community Environmental Toolkit](#) and explained how it could be used to assist communities.
56. The council is starting to work with the Environmental Farmers' Group to look for opportunities for environmental offsetting. It is a farmer co-operative to improve our local environment and to facilitate access to the new environmental schemes and trading opportunities, supported by the Game and Wildlife Conservation Trust. We also work with local farm cluster groups in the Hampshire Avon catchment. This initial work has focussed on the delivery of cover crops in the Hampshire Avon catchment for water quality reasons, but there will be wider benefits from these schemes.

Wildflower areas

57. Wiltshire Council implemented works to trial rewilding and wildflower areas across rural road verges and more urban grassy areas and parklands, to

increase biodiversity and improve the natural environment. Sixteen areas chosen by towns and parish councils throughout Wiltshire have been left unmown to allow for rewilding to take place, as native flora and fauna are left to grow. Rewilding is aimed at restoring an area's natural process, creating natural ecosystems that require little or no management.

58. Wildflower areas will not only increase biodiversity, creating vital habitats for insects and other wildlife and attract natural pollinators such as bees, but also breathe new life and colour into the county's roads and grassy areas. Each designated area will receive a single cut in March and then be left uncut until September to allow the native fauna and wildflowers to thrive. More information including the list of areas can be found [here](#).

Woodland creation

59. The council submitted a joint bid with Swindon Borough Council's Great Western Community Forest team to the Woodland Creation Accelerator Fund. The bid was for £300,000 to fund 3 full time woodland officer fixed term (2 year) posts and one part-time fixed term data mapping / funding officer (2 years) to support the facilitation of tree planting across the county in partnership with communities and landowners and the third sector. The tree officers would act as coordinators for a relaunched Wiltshire and Swindon Tree Warden network in association with the Tree Council. As part of the bid we set targets for woodland planting delivery for the 2023-24 and 2024-25 planting seasons as well as committing to delivering tree planting in at least 3 lower super output areas in the 25% most deprived.

60. We should know soon whether we have received the funding, with the first tranche of funds being released to the successful bidders soon thereafter.

Salisbury River Park

61. The [Salisbury River Park](#) £27 million transformational scheme aims to reduce flood risk to over 350 homes and businesses in Salisbury. It will also create 2 hectares of enhanced riverside habitat for the benefit of wildlife, remove obstructions to allow fish migration to continue upstream and create 13 hectares of high quality public open space, including enhanced foot and cycle paths that benefits residents and visitors. The Salisbury River Park project is a collaboration between the Environment Agency, Wiltshire Council, Salisbury City Council and Swindon and Wiltshire Local Enterprise Partnership.

62. A programme to plant over 600 trees throughout the Salisbury River Park project started in June 2022 with the first new trees planted along Coldharbour Lane, near Fisherton Recreation Ground. Nine Hornbeam trees have initially been planted to replace the Ash trees that were recently removed due to ash dieback disease. This will be followed over the next 18 months, as construction continues, by a variety of native tree species being planted throughout the scheme. Around 100 trees have had to be removed to enable the main scheme works to start next month. This is the earliest the main works could commence due to ecological restrictions on the timing of any works within the river channels.

63. In the first phase, the River Avon channel in the Central Car Park will be dewatered to enable work to start in the river channel. Excavation work will also start in Central Car Park and Fisherton Recreation Ground. A temporary play area will be built in Ashley Road Open Space. Foundation works will also commence at Ashley Road for the construction of a flood defence wall.

Delivery theme: Energy

64. The Solar Together Wiltshire collective buying project launched in May and attracted more than 10,000 registrations across Wiltshire and Swindon. Of these, more than 1000 Wiltshire residents and businesses have now paid a deposit to have solar photovoltaic panels and/or battery storage installed by Infinity Renewables or EE Renewables over the next 6 months. This project will add to the renewable generation capacity in Wiltshire and save money for bill payers. A final report of the project will be available for the next progress update.

65. The council has commenced senior-level discussions with Scottish and Southern Electricity Network, our local Distribution Network Operator, with the aim of easing grid constraints in the county. An increase in grid capacity is crucial to enable delivery of low carbon technologies such as renewable energy, heat pumps and electric vehicle chargers.

Delivery theme: Green economy

66. Wiltshire Council has allocated £1 million a year between 2021-2025 to support activity on the high street, providing meaningful and transformational support to grow businesses, support employment and transform Wiltshire's high streets to meet the needs of the local community. Wiltshire Council's business plan enshrines our commitment to creating and supporting vibrant town centres. An improved offer and experience of town centres and high streets will support an increase of local people using their local centre. Additional environmental benefits are expected as proposals are developed.

67. In April 2022 Government published its UK Shared Prosperity Fund ("UKSPF") prospectus, requesting Local Authorities to prepare Investment Plans to set out how they will invest allocations for levelling up in their area. The government indicated its allocation of £5.7m UKSPF to Wiltshire Council. Investment made under this fund will be able to demonstrate the extent of contribution to net zero and nature recovery objectives, including the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050, wider environmental considerations, such as resilience to natural hazards and the national 25 Year Environment Plan commitments. Projects will support green growth by considering how they can work with the natural environment and consider their impact on our natural assets and nature.

Skills development

68. The council worked with John of Gaunt School to bring climate science and green jobs to life through the Careers Hub's "Embedding Careers into the

Maths Curriculum” project. The project was aimed at encouraging girls to study maths to a high level and to demonstrate to all students the ways that maths is used in a wide variety of jobs. The project involved two classroom sessions looking at how maths is used by the council’s climate team, how statistics and graphs are used to present climate science, and the students used the results of the Climate Strategy survey in 2021 to present the results to Cllr Tamara Reay using pictograms, bar graphs and posters. The class then visited County Hall to see the sustainable aspects of the building, as well as seeing the council chamber and taking part in some climate related activities.

69. A draft Green Skills Action plan for Wiltshire and Swindon is being developed by the Green Skills Task and Finish group, a subgroup of Swindon and Wiltshire’s Local Enterprise Partnership Skills and Talent Board. The plan aims to ensure demand for upskilling existing employees in sustainable practices is met with sufficient provision and that demand for new jobs to support net zero is met by the supply of appropriate provision. Reports will be produced on a six monthly basis for the duration of the planned actions (2022 – 2026) to set out progress on the aspiration for greater numbers of green jobs in the economy.

Engagement

70. [Birchall Tea](#) in Amesbury achieved the Carbon Neutral International Standard a few years ago and the council has been using this company as an exemplar of what can be achieved, to celebrate their success and share knowledge between businesses to enable them to learn from each other.
71. The council has held a consultation for a report on what our Inward Investment strategy should be and to highlight any barriers to companies looking to locate in Wiltshire. The report is now complete and one of the sectors that is highlighted as an area of opportunity is the green economy.

Delivery theme: Waste

Waste collection service

72. New countywide collection rounds for residual non-recyclable waste were implemented between 28 February and 11 March 2022. These more efficient rounds have allowed for the collection vehicle fleet to be further reduced by 4 vehicles to 117 (the waste collection contract began operating in 2018 with 149 vehicles. This reduced to 121 vehicles in 2020 following the implementation of more efficient collection rounds for mixed dry recycling).
73. A review of the efficiency of the collection rounds for garden waste are planned for later in 2022.
74. Proactive communications continue to be delivered via social media and other appropriate channels to encourage residents to continue to recycle as much of their waste as possible, and to provide information to help reduce levels of material contamination.

75. A review of communal waste and recycling facilities, typically provided for domestic multi-occupancy premises, has been completed to ensure that the containment provided is adequate and supported by the necessary signage to allow occupants to fully utilise the facilities provided. Activity is planned during the remainder of 2022 to upgrade facilities where such interventions have been identified as being needed. This is a crucial step towards increasing the quality of recyclables collected, and to reduce the levels of recycling contamination with “non-target” materials or general refuse.
76. The council’s waste contractor and client team have actively participated in demonstrations and trials of Electric Vehicles designed for waste collection activities, aimed at informing future service design opportunities. Representatives of the council and the waste contractor have also visited a key vehicle manufacturing facility to help understand the feasibility and opportunities of moving the substantially sized waste collection vehicle fleet to alternative fuel and so inform future service design and procurement options.

Household recycling centres

77. In January 2022, the waste service commissioned a detailed compositional analysis of the non-recyclable waste collected at the council’s Household Recycling Centres (HRCs). The results of the analysis highlighted that 45% of the material typically received as residual waste across the HRC network was either recyclable or suitable for reuse. This indicates that much of this material had not been pre-sorted before being brought to site for disposal. The analysis also showed that 8.1% of this material, typically disposed of as “residual non-recyclable waste”, was suitable for collection via the council’s blue-lidded bin kerbside recycling service (i.e. plastic bottles, pots, tubs and trays, glass bottles and jars, aluminium and steel cans, and cardboard and paper).
78. The council has calculated the carbon impact of operating the HRC service. This analysis has shown that 85% of the carbon emitted by the HRC service results from the disposal of waste and recycling which is received at the sites, with only 10% of carbon resulting from residents visiting the sites in their vehicles and 4% of emissions arising from the haulage of collected waste and recycling. 1% of emissions arise from direct site operations, such as compacting waste. Whilst disposal of non-recyclable waste equates to under 30% of the overall waste collected at these sites, as this waste is all sent to landfill, it is responsible for emitting over 90% of the carbon produced. Diverting sorted black bag waste collected at the household recycling centres to an energy from waste facility is estimated to have the potential to save more than 10,500 tonnes of CO₂e per annum.
79. Based on this data, the council is actively developing proposals to introduce initiatives to reduce the amount of HRC waste which is sent to landfill.

80. A paint re-use trial has commenced at the Amesbury and Salisbury HRCs, and is being widely promoted to Wiltshire council tenants in the South of the county. This will also be promoted among other community groups to encourage them to access free paint available at these HRCs, and therefore help the council avoid the expensive treatment costs that disposing of this waste product can incur. Consideration will be given to extending this approach to other HRCs across the county once the results of the trial have been assessed later in 22/23.

Publication of the 2021/22 End Destination Register

81. The council monitors the destinations of material collected for recycling, composting and reuse as far as is practicable from data supplied by its contractors. It publishes an End Destination Register every year to summarise this information and provide residents with information as to where their waste has been sent to be managed. The 2021/22 register has been published on the council's website since the last update and shows that 94.8% of the material collected for recycling, reuse and composting was managed within the UK, thereby reducing the "waste miles" travelled. The remaining 5.2% was managed at facilities in Europe.

Recycling and Landfill Diversion

82. Wiltshire's household recycling rate outturn for 2021/22 was 42.5%. This is the proportion of household waste managed which is recycled, composted or sent for reuse.

83. Through a combination of this activity, together with the amount of residual non-recyclable waste sent to waste treatment facilities to either generate energy or produce a fuel, the council diverted 80.9% of the waste it managed from landfill (2021/22).

84. The council continues to subsidise the cost of purchasing food waste digesters and compost bins for Wiltshire residents, to support those that wish to compost their food and garden waste at home. Between August 2021 and June 2022, 749 Green Johanna's were purchased by Wiltshire residents. These composting units are estimated to have collectively diverted over 187 tonnes of food and garden waste from the residual household waste bins, which saves carbon emissions from collection and treatment. The ability to produce a good quality home compost that avoids the need for commercial peat-based compost and chemical fertilisers also brings significant carbon reduction benefits.

Delivery theme: Carbon Neutral Council

85. The council is working with the Carbon Literacy Project to deliver carbon literacy training and 13 staff completed a successful pilot course in July. Carbon Literacy is defined as: "An awareness of the carbon costs and impacts of everyday activities and the ability and motivation to reduce emissions, on an individual, community and organisational basis". The aim

- of the one day course is to create a low carbon culture, where those attending understand the scale of the problem and feel empowered to take action on climate change as well as support and accept climate mitigation policies.
86. A council working group has been developing specific actions for Leisure, Libraries and the History Centre which include energy use reduction as well as opportunities to engage the community given their unique contact with the public. Leisure Centres are one of our highest energy users and Malmesbury Health and Wellbeing Manager has started pulling together ideas for energy savings in leisure centres and will work with centre managers and our Energy Team to roll it out.
87. Libraries have signed up to the Green Libraries Manifesto and submitted a bid to Green Libraries for books and resources on sustainability.
88. The History Centre uses the sustainable laboratory standard and is able to use its role as adviser to Wiltshire museums to share best practice particularly in relation to energy efficiency and collections conservation and storage practices.
89. The council [publishes](#) an annual report on the greenhouse gas (GHG) emissions arising from its own estate and operations in line with the [Greenhouse Gas Protocol](#). Emissions included arise from council owned or controlled estate or buildings, council operational fleet, streetlights and business travel. The figures exclude emissions from schools and academies, social housing and outsourced operations. In 2014-15 scope 1 & 2 emissions were 23,758 tonnes of CO₂ equivalent and in 2021/22 were 5275 tonnes of CO₂e. The council's GHG emissions fluctuate from year to year due to acquisition and divestment of buildings, change of use of buildings, seasonal weather conditions which affect the need for heating and cooling buildings, and improvements to energy efficiency made during the year. The council is engaged in a range of work to deliver savings in emissions and costs. Examples include rationalisation and improvement of the council's property portfolio, investment in energy efficiency measures within the remaining estate such as lighting and heating equipment upgrades, investment in appropriate renewable energy technologies and the replacement of street lighting units with LED lights which use considerably less energy. During accounting year 2020/21 occupancy and usage of buildings and staff travel were affected by COVID-19, which meant that carbon emissions went up in 2021/22 once normal operations resumed.

Procurement

90. Following a robust procurement process, the council has awarded its new Streetscene contract to Idverde, the current contractors. Streetscene covers a wide range of services, including grounds maintenance, grass cutting, street cleaning, delivering election materials to polling stations and keeping play areas safe and tidy.

91. The new contract will bring the council a £400,000 annual saving against the current spend and will also see year on year carbon reduction until the contract is carbon neutral by 2030. It also includes targets for environmentally managed land areas and a range of social value benefits, too - the contract will look to include community support, with Idverde to provide Streetscene activity days, equipment or training. The carbon benefits are being delivered by the electrification of the fleet and by moving to alternative fuels for machinery, such as the biofuel hydrotreated vegetable oil. The move to more sustainable land management is also built into the contract with a target to support fauna and flora through schemes such as wildflower areas.
92. Wiltshire libraries have recently been through a procurement for library stock provision. The Libraries are members of the Consortium for United Stock Purchase (CUSP) which is a group of 12 local authorities from the South West that collaborate during tendering and contracting library stock, the group consists predominately of public libraries with some Schools Library Services too.
93. During procurement specific questions were asked about: social value; environmental sustainability and carbon management policies; a description of how suppliers plan to reduce their carbon emissions; their engagement with publishers regarding sustainable book production and delivery; and adoption of more sustainable packaging and labelling materials. The latter covered what steps they are taking to reduce the use of single use plastic in the book jackets and sleeves.

Pensions and investments

94. Wiltshire Pension Fund (WPF) is an early adopter of the Task Force on Climate-related Disclosures (TCFD). WPF is a separate entity from the council with its own governance and board, which has agreed a goal to work towards net zero by 2050. WPF has published their second annual report including an indicator showing the carbon intensity of their investments (please see full [report](#)). As of March 2022, 4.5% of the fund was invested in renewable energy, a very significant increase on the previous year, while the proportion invested in fossil fuels reduced to 1.5%.
95. As set out in the annual Treasury Management [report](#) to Cabinet in July 2022: Wiltshire Council will not intentionally invest in any investment that is not ethical and would not be consistent with our environmental and social policy objectives. Where appropriate, the council will consider investments that deliver environmental and social benefits, whilst maintaining our Security, Liquidity and Yield criteria.
96. In March 2022, the Council made an investment with Standard Chartered Bank, which was classified as a 'sustainable deposit'. This investment was recently renewed for another three months at 1.24% which was in line with market interest rates. Standard Chartered Bank report that the deposit is

linked to sustainability and the [sustainable development goals of the UN](#), which focus on addressing global challenges such as poverty, inequality, and prosperity as well as climate change.

97. The council is investigating the possibility of setting up a new money market fund with Northern Trust Asset Management. Northern Trust reports that the fund incorporates their custom ESG strategy and metrics, as they take the first steps towards the integration of sustainability.

Fleet

98. The council's emerging Fleet Strategy includes key climate and greenhouse gas objectives to transition the council's fleet to electric and alternative fuels; decrease mileage and fuel consumption through telematics and feedback in vehicles; pool cars to be reduced in size and increasingly electric; explore offsetting until full carbon neutrality is achievable. The council has ordered 10 EV pool cars, 15 EV vans, and a further 17 EV vans are going through the procurement process.
99. The council's emerging Depot Strategy will incorporate EV charging of council fleet vehicles and funding for a feasibility study has been secured. A working group has been set up and the council is currently identifying the depot service requirements.

Static emissions

100. The Property Carbon Reduction Programme (PRCP) has so far delivered 50 completed projects with 17 more currently awarded and underway. These range from LED lighting upgrades to PV solar panel installations to the removal of oil fuelled heating and other carbon saving works. This represents a total capital commitment of £3.5m and is so far estimated to save 1500 tonnes of CO₂ per year from the council's carbon footprint. Estimated carbon savings are being verified using the billing and meter data from each site. More information on this will be ready at the next report.
101. The programme has focused specifically on PV installations during 2022 in response to the energy market price rises, as they will help to mitigate the impact of those increased costs. The council now has over 1,600 kWp of electricity generation installed on corporate properties which it is estimated will have reduced energy bills by over £130,000.
102. Thanks to sustained investment in solar PV over time and the above recent programmes of work, in 2021/22 we generated over 550,000 kWh renewable electricity on the corporate estate.
103. We have also been looking at a programme of solar canopy installations in sites where there are suitable council owned car parks sited next to high energy using buildings. The first site for this programme to be rolled out will be Five Rivers Leisure Centre in Salisbury. Planning

agreement has been obtained for the work which should be completed in Spring 2023.

104. As reported in the last update, in addition to the council's own funding through the PRCP, £4.5 million of government funding was secured from the Public Sector Decarbonisation Scheme to carry out work during 2021 to decarbonise 4 major sites and to improve energy efficiency at 12 others. All of the work on site has now completed, and the switch over from gas to electric at 4 Heat Pump sites is complete.
105. In 2022 we secured a further £961,753 of Public Sector Decarbonisation Scheme grant funding to decarbonise 3 sites by installing biomass boiler systems. These works have been tendered and have started at Lime Kiln Leisure Centre and Warminster Leisure Centre. The third site, Monkton Park, is waiting for planning permission to determine if it can go ahead.
106. A grant of £99,775 has been secured from the Low Carbon Skills Fund to develop detailed Heat Decarbonisation Plans for 17 high energy use buildings where fossil fuels are still used for heating. This work will be completed before March 2023.
107. The £12 million project to convert the council's streetlighting to energy efficient LED lighting is complete for all standard streetlights in Wiltshire. The remaining units being heritage and special units, of which 420 have been converted out of 2500. The project is predicted to be complete by the end of March 2023. The equivalent of around 1770 tonnes of CO₂ will be saved each year, which will also provide significant cost savings for the council in future years as well as reduced maintenance costs.

Overview and Scrutiny Engagement

108. The Pathways reports were presented to the Climate Emergency Task Group on 13 May ahead of a presentation by Anthesis consultants to all councillors on 26 May. The Climate Emergency Task Group commented on the Climate Strategy delivery plans at its meeting on 5 August 2022. On 6 May 2022, the Task Group received a briefing from the Army on their response to the climate emergency.

Safeguarding Implications

109. The impacts of climate change are amplifying safeguarding issues and falling heavily on vulnerable people both globally and in the UK.
110. Evidence suggests that vulnerable demographic groups experience disproportionate effects on their health outcomes from climate related impacts.
111. This includes young children, babies and older people who are particularly affected by extremes in temperature and the disruption caused

by severe weather such as flooding¹. People with physical or mental health problems have a lower ability to act due to physical constraints or a lower awareness of their circumstances. People with low personal mobility or living in areas with lower accessibility of services tend to have less ability to respond and recover because it may take them longer to help themselves or to seek and receive help from others.

Public Health Implications

112. Climate change and public health are inextricably linked. Adopting a climate strategy for Wiltshire, which looks to reduce carbon emissions in Wiltshire, will have a significant and positive impact on the health of the population. Actions from implementing the strategy will improve health outcomes for all residents and help reduce health inequalities. Better home insulation will not only reduce emissions but also provide healthier homes for some of our most vulnerable people. Active travel schemes will help increase levels of physical activity, connecting people to their local communities and potentially leading to improved air quality through reduced car use. Local food production will decrease food miles, benefiting the environment, whilst providing healthier choices.

Procurement Implications

113. Project leads will be engaging with Procurement directly and in line with the council's procurement policy.

Equalities Impact of the Proposal

114. One of the key principles is for the Climate Strategy to be equitable, ensuring the transition to low carbon, climate resilient future is fair.

Environmental and Climate Change Considerations

115. This report sets out the council's response to environmental and climate change considerations following the acknowledgement of a climate emergency and agreement by Full Council to seek to make the county of Wiltshire carbon neutral by 2030.

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

116. This paper is for Cabinet to note and does not require a decision to be made.

Financial Implications

117. In response to the acknowledgement that there is a climate emergency and the resolution made by Council to make the county of Wiltshire carbon neutral by 2030, a Sustainable Environment is a key principle of the Council's Business Plan.

¹ [Socially vulnerable groups sensitive to climate impacts | Climate Just](#)

118. As part of the Budget Setting process, Revenue and Capital budgets have been updated to deliver against this objective, this includes continued investment, new investment and savings and covers the programmes listed in the report above.

119. The emerging Fleet Strategy which is due to be consulted on and agreed in 2022 will require further capital investment in vehicles and infrastructure and seeks to deliver a carbon neutral provision for 2030 for all council vehicles.

120. The Pathways [reports](#) by Anthesis consultants published in May 2022 set out anticipated costs and benefits to the council and to the Wiltshire economy of delivering carbon neutrality.

Legal Implications

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

Workforce Implications

122. Replacement of our fleet with electric vehicles where possible and encouraging staff to use the new bikes being provided for short journeys will require changes to ways of working. The Climate Strategy also commits us to rolling out carbon literacy training to staff.

Options Considered

123. The only option considered is to note the report.

Conclusions

124. Since Full Council resolved to acknowledge that there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030, a number of areas of work have been progressed and continue to progress as set out in this report.

Parvis Khansari, Corporate Director – Place

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Appendices

Appendix 1: List of EV charge points planned

Appendix 2: Active Travel update

Appendix 1

Locations currently identified for new or replacement electric vehicle charge points (EVCPs), in line with the [EV charging infrastructure plan](#).

Phase one - installation or replacement of more than 8 fast charge points in identified public car parks. Each charge point will serve two charging bays.

Phase two - installation of more than 7 fast charge points either new or replacement in public car parks and at other public locations including at leisure centres and tourist destinations. Each charge point will serve two charging bays.

Additional sites are being explored to provide EVCPs in every urban community area with a population over 10,000 (2011 Census).

Installation site address and postcode	Type of charge point for replacement/ installation	Number of units	Number of Bays
Wilton (Park and Ride) SP2 OAN	7kW Dual Alfen Eve Proline	1	2
Trowbridge County Hall, Library Car Park BA14 8JN	7kW Dual Alfen Eve Proline	1	2
Borough Fields, Royal Wootton Bassett, SN4 7AX	7kW Dual Alfen Eve Proline	1	2
Station Road, Devizes, SN10 1BZ	7kW Dual Alfen Eve Proline	1	2
Tisbury Community Campus, Weaveland Road, SP3 6HJ	7kW Dual Alfen Eve Proline	1	2
Britford (Park and Ride), Salisbury, SP5 4DS	7kW Dual Alfen Eve Proline	1	2
Petersfinger (Park and Ride), Salisbury, SP5 3BZ	7kW Dual Alfen Eve Proline	1	2
London Road (Park and Ride), Salisbury, SP1 3HP	7kW Dual Alfen Eve Proline	1	2
Beehive (Park and Ride), Salisbury, SP4 6BT	7kW Dual Alfen Eve Proline	1	2
Sprinfeld, Corsham, SN13 0BS	7kW Dual Alfen Eve Proline	1	2
Five Rivers Leisure Centre, SP1 3NR	7kW Dual Alfen Eve Proline	2	4
Melksham Campus, SN12 8DQ	7kW Dual Alfen Eve Proline	3	6
Sadlers Mead, Chippenham, SN15 3QP	7kW Dual Alfen Eve Proline	6	12
Gladstone Road, Chippenham, SN15 3DW	50kW Kempower C Station	1	2
King Street, Melksham, SN12 6HB	50kW Kempower C Station	1	2

Installation site address and postcode	Type of charge point for replacement/ installation	Number of units	Number of Bays
Lovemead Car Park, Trowbridge, BA14 8EA	50kW Kempower C Station	1	2
Central Car Park, Warminster	50kW Kempower C Station	1	2
Brown Street (West), Salisbury, SP1 1HE	50kW Kempower C Station	1	2

Appendix 2

Active Travel - Update September 2022.

Information about current schemes currently under construction can be found at [New active travel schemes - Wiltshire Council](#)

Cycling and Walking Schemes.

Scheme Name	Location	Description	Status
Hilperton Road, Trowbridge	The Halve to Quarter Way Lane	Cycle super highway, two toucan crossings, and a shared-use path	Completed May 2022.
Hilperton Road to Melksham	A361 Hilperton Road, Trowbridge to Melksham via Semington	Cycle path comprising segregated cycle facilities, shared-use paths, point closures and utilisation of a country byway	Substantially complete.
Easton Lane	Easton Lane linking Corsham and Chippenham	Part of NCN 403 between Corsham and Chippenham; point closure and signage improvements at the Corsham end.	Completed in summer 2022
The Centre	The Centre, Amesbury	Shared-use path from School Lane to the High Street	Construction completed summer 2022.
Winsley to Bradford on Avon	B3108 between Downs View, Bradford on Avon and Winsley	Shared-use path linking St Lawrence School and Winsley	Construction completed in September 2022.
RWB to Swindon cycle link	Between Royal Wootton Bassett and Swindon	Shared-use path partly on the highway but mainly across open country.	Land acquisition and design is ongoing.
Fugglestone cycle path	Wilton Hill to Fugglestone, Salisbury	Shared-use path between Wilton Hill and the Fugglestone Red estate.	Design and survey work being undertaken.
Quidhampton Path	Lower Road to the A3094/A36 junction, Quidhampton	Shared-use path from Lower Road via Edgam Place and through field to the A3094/A36.	Land acquisition has been agreed and designs are being finalised.
Longhedge to Old Sarum eastern Path	Old Sarum / Longhedge Village, Salisbury	Connecting SUPs between the two housing developments	Land acquisition is complete, survey and design work is being undertaken. Construction planned in 2023.
North Wilts Rivers Route	Between Chippenham and Calne	Sustrans cycle route along former railway line between	Route relies on short-term leases. A long-term approach to

Scheme Name	Location	Description	Status
		Chippenham and Calne	securing the route is being investigated.
Salisbury Road, Amesbury	Archer's Gate to Amesbury town centre	Shared-use path from Archer's Gate to Amesbury centre	Preliminary design work being undertaken. Third party land required to deliver the scheme.
Countess Roundabout, Amesbury	A345, Amesbury town centre towards Woodhenge, Larkhill and Durrington	Widen existing footway to create a shared-use path	Consultation is being undertaken on the section south of the roundabout.
Larkhill/ Packway Cycle links	The Packway and B3086 to Airman's Cross	Surfacing of bridleway north of the Packway to create a walking and cycling route while retaining an adjacent unsurfaced bridleway.	Feasibility work being undertaken on routes that connect Airman's Corner to the Rollestone Camp.
Monkton Park	Monkton Park, Chippenham	Upgrade of footpath in the park to a shared-use path	Officers working with the town council and the cycle development group to upgrade a path to shared use.
Melksham to Oaksfield cycle path	In the vicinity of Melksham Oak School	Footway and cycleway link mainly on existing RoW and Wiltshire Council land	Preliminary design work is being undertaken.
Cow Lane to London Road	St Mark's Roundabout to Cow Lane, Salisbury	Shared-use path	Design work has been commissioned.
Rudloe to Corsham footway	B3109 Rudloe and Corsham (Park Place to Skynet Drive)	Provision of new footway (230m) between Rudloe and Corsham	Scheme will be progressed when resources are available.
Green Lane	Bishopsdown to Longhedge	Upgrade of RoW to connect to the Old Sarum development	Design work has been commissioned.
Solstice Park link	Solstice Park to the Centre, Amesbury		Feasibility work has been commissioned
Future High Street Fund - Trowbridge	Trowbridge town centre	Improving the pedestrian routes into the town centre along 5 key access corridors; Wicker Hill, Church Street, Manvers Street, Castle Street and Roundstone Street	Design work on Church Steet/Union Street is well advanced with construction planned for October 2022. Other routes will be improved in 2023/24.

Local Cycling and Walking Infrastructure Plans

[Local Cycling and Walking Infrastructure Plans \(LCWIPs\) - Wiltshire Council](#)

Scheme Name	Location	Description	Status
Salisbury LCWIP	Salisbury and Wilton	Development of a walking and cycling infrastructure plan	Draft LCWIP produced. Consultation took place from July to 16th September 2022.
Wiltshire LCWIP	Countywide	Development of a walking and cycling infrastructure plan	Draft LCWIP and Infrastructure/Active Travel Parking Standards produced. Consultation took place from July to 16th September 2022.
Chippenham LCWIP	Chippenham (extent to be determined)	Development of a walking and cycling infrastructure plan	LCWIP being developed. Draft LCWIP due to be completed by November 2022.
Trowbridge LCWIP	Trowbridge (extent to be determined)	Development of a walking and cycling infrastructure plan	LCWIP being developed. Draft LCWIP due to be completed by November 2022.
Devizes LCWIP	Devizes (extent to be determined)	Development of a walking and cycling infrastructure plan	LCWIP being developed. Draft LCWIP due to be completed by November 2022.

Other Schemes and Initiatives

Scheme Name	Location	Description	Status
Co-bikes cycle hire	Salisbury	E-bike cycle hire scheme in Salisbury city centre (and potentially at Old Sarum, Stonehenge and Amesbury)	First hire point to be installed at Salisbury Rail Station. Other E-bike hire points are being investigated.
Cycle parking initiatives	Salisbury city centre	Pilot to introduce residential cycle hangars in on-street in the city.	Work is ongoing to identify a suitable location for a pilot project.
Wiltshire Healthy Schools Strategy	Schools Countywide	The programme includes a healthy weight element requiring schools to promote active travel.	Ongoing. The local award scheme supports Wiltshire schools implement a whole school approach to health and wellbeing.
WalkSafe	Countywide	Pedestrian training in primary schools	5000 trained over the last year.

Scheme Name	Location	Description	Status
Bikeability	Countywide	Cycle training in schools for pupils year 6 and above	Ongoing - Active Travel England become fund holders in March 2023
Adult Bikeability	Countywide	Cycle training for adults	This is now being offered to adults as part of our Capability Fund programme
Scotability	Countywide	Training at primary schools focussing on balance, control and responsible scooter use.	Ongoing within resource limits
Publicity and Events	Countywide	Campaigns, roadshows and initiatives, such as Road Safety Week, Christmas Drink Driving campaign, Operation Close Pass, Dr Bike workshops etc	Ongoing within resource limits

Wiltshire Council

Cabinet

11 October 2022

Subject: Allocation of grant funding from the Department for Levelling Up, Housing and Communities (DLUHC) to support victims and their families experiencing domestic abuse in Wiltshire

Cabinet Member: Cllr Ian Blair-Pilling, Cabinet Member for Public Health and Public Protection, Leisure, Libraries, Facilities Management and Operational Assets

Key Decision: Key

Executive Summary

The purpose of this report is to:

Seek the required authority from Cabinet to endorse the proposals outlined in the paper for use against the DLUHC funding.

The Secretary of State for Levelling Up, Housing and Communities (formally MHCLG) has determined under Section 31 of the Local Government Act 2003 that a grant of £125 million should be paid to local authorities.

Wiltshire Council have been allocated £832,348 for 2022-23 (year 2 funding).

This payment has been awarded to enable the Council to fulfil the statutory functions of the Domestic Abuse Act 2021 relating to the provision of specialist support to victims and their families fleeing domestic abuse and living in safe accommodation.

Proposal(s)

Cabinet is recommended to:

- Accept the £832,348 allocated from the DLUHC for 2022-23 and endorse the proposals for allocating the grant
- Agree to roll any surplus funding to an earmarked reserve.

- Agree that any further decisions relating to the distribution of this grant are delegated to the Corporate Director of Resources, in consultation with the Cabinet Member for Public Health.

Reason for Proposal(s)

Part 4 of the Domestic Abuse Act 2021 details the statutory responsibilities of the Local Authority functions relating to the 'provision of support for all victims of domestic abuse and their children, regardless of their relevant protected characteristics, within relevant accommodation' (as defined by the Regulations).

To support the implementation of new duties in the Domestic Abuse Act 2021, Wiltshire distributed its allocated yr 1 funding (£830,051) to further strengthen the local support offer to victims and their families fleeing domestic abuse and living in safe accommodation. The decision making was underpinned from evidence from the local health needs assessment, an independent review of services including a map and gap, as well as service-user engagement.

In April 2022 government committed a further £125million to be allocated to local authorities, for year two, of its three-year commitment to invest in domestic abuse services. Wiltshire have been awarded £832,348.

To maximise the opportunities of this additional funding, enhancing the local support offer available to victims and their families in Wiltshire experiencing domestic abuse, Wiltshire requires Cabinet approval to endorse the proposals for the allocation of this funding across the local system.

The proposals seek to build on the learning from those projects invested in as part of the year one funding and allows for continuation where early results have been indicative of positive engagement and better outcomes for those using the interventions and in receipt of the support. Using the funding on those proposals included in the paper will enable work to continue and to ensure there are no gaps in service delivery, which could place vulnerable service users at risk.

Terence Herbert
Chief Executive

11 October 2022

Subject: Allocations of grant funding from the Department for Levelling Up, Housing and Communities (DLUHC) to support victims and their families experiencing domestic abuse in Wiltshire

Cabinet Member: Cllr Ian Blair-Pilling, Cabinet Member for Public Health and Public Protection, Leisure, Libraries, Facilities Management and Operational Assets

Key Decision: Key

Purpose of Report

The purpose of this report is to:

1. To seek the required authority from Cabinet to endorse the proposals outlined in the paper for use against the DLUHC funding, to fulfil the functions of the statutory duty on Tier 1 Local Authorities relating to the provision of support to victims of domestic abuse and their children residing in safe accommodation.

Relevance to the Council's Business Plan

2. The provision of domestic abuse support for victims of domestic abuse and their families who reside in relevant accommodation contributes to the following Wiltshire Council business plan guiding themes: Prevention and Early Intervention (preventing serious risk of harm through the provision of appropriate support for those residing in safe accommodation), Improving Social Mobility and Tackling Inequalities (providing specialist safe accommodation support for the most vulnerable victims and children in Wiltshire), Understanding Communities (providing support that meets the needs of Wiltshire residents), Working Together (Developing a multi-agency response to providing support).

Background

3. In December 2019 the Government was elected with a manifesto commitment to "support all victims of domestic abuse and pass the Domestic Abuse Bill" originally introduced in the last Parliament. The Act aims to ensure that victims have the confidence to come forward and report their experiences, safe in the

knowledge that the state will do everything it can, both to support them and their children and pursue the abuser.

4. Under part 4 of the Domestic Abuse Act 2021 it places a duty on tier 1 local authorities in England, to provide support to victims of domestic abuse and their children in safe accommodation.
5. The Secretary of State for the Department of Levelling Up, Housing and Communities (DLUHC) has determined under Section 31 of the Local Government Act 2003 that a grant of £125 million should be paid to the local authorities.
6. As such, Wiltshire Council were allocated **£832,348 for 2022-23**.
7. This payment has been awarded to enable Council's to fulfil the functions of the new statutory duty on Tier 1 Local Authorities for year 2 relating **to the provision of support to victims of domestic abuse and their children residing in safe accommodation**.
8. DLUHC have outlined criteria for how this funding should be allocated. The full criteria can be located in [Domestic abuse support within safe accommodation - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/domestic-abuse-support-within-safe-accommodation)
9. In summary it can be used for the:
 - **Provision of support in 'relevant accommodation'** which includes refuges, specialist safe accommodation e.g. BAME, LBGTQ+, disabled victims, single gendered and/or complex needs, dispersed accommodation, sanctuary schemes, move-on / second stage accommodation.
 - **Provision of support can include** management of services within the 'relevant accommodation', day-to-day running, advocacy support, DA prevention advice, Prevent re-victimisation, specialist support for victims designed to recognise victims with relevant protected characteristics and/or complex needs, children's support. Housing-related support, advice services including counselling and therapy

Main Considerations for the Council

10. Using the criteria defined [Domestic abuse support within safe accommodation - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/domestic-abuse-support-within-safe-accommodation)
11. The proposals for the grant are listed in the table below:

The proposals as previously mentioned focus on enhancing existing contracts in place, to enable rapid implementation, maximising the benefits to those communities where the additional support is being required.

Proposed area of spend	Provider	Total Cost
Resettlement workers (x2)	Splitz	66,000
IDVA – Male victims and Engagement		33,000
Children’s Workers (x3)		99,000
LBGTQ+ Engagement worker		33,000
IDVA – Military engagement		33,000
Management support (0.5 FTE)		20,000
LA Housing – IDVA		LA
LA Children’s – DA support workers	138,046	
CBT intervention to address stress, anxiety (3x)	Wiltshire Cil	96,000
Assistance Psychology worker	Turning Point	32,000
Continuation for the yr 1 single support offer (2 bed house)	Julian House	64,000
New capacity for safe accommodation and support to address gaps/pressures around <ul style="list-style-type: none"> - Support Women and Families (4x2 bed units – plus on-site office) - Male Victims (2 bed property) 		174,954
Enabling victims and families to stay safely in their homes	Wiltshire Bobby Van	5,348
TOTAL		832,348

12. The proposals seek to build on the learning from those projects invested in as part of the year one funding and allows for continuation where early results have been indicative of positive engagement and better outcomes for those using the interventions and in receipt of the support. In addition, the proposals also continue to bridge any gaps in service provision that are being highlighted. Using the funding on those proposals included in the paper will enable work to continue and to ensure there are no gaps in service delivery, which could place vulnerable service users at risk.

13. Whilst government have committed to provide funding for three-years, they are not as yet able to confirm the amounts beyond this year. Therefore, at this time we continue to treat this funding grant as a ‘discreet fund’ being used to

support short-term interventions satisfying the duties as outlined within the Domestic Abuse Act 2021.

Overview and Scrutiny Engagement

14. The Health Select Committee considered the proposals on 22 September 2022 and resolved:

- a) To note how Wiltshire's Domestic Abuse External Grant for the provision of support for victims and their families was allocated in 2021-22.
- b) To note the outline plans regarding how the Grant in 2022-23 will be allocated, with this to be determined by Cabinet.
- c) To note the specific challenges and work ongoing to support victims of domestic abuse within hard-to-reach groups.
- d) To schedule a future update on outcomes from the Domestic Abuse External Grant and other domestic abuse work in 2022-23.

15. The Committee will be informed of the Cabinet decision and the agreed provider(s).

Safeguarding Implications

16. Safeguarding and protecting those at risk remains at the heart of the domestic abuse agenda and as such there are strong processes in place to ensure that services identify those at risk of harm and/or exploitation and those concerns are reported appropriately. Across Wiltshire Council there are strong established relationships cross cutting children's and adult's safeguarding, housing and public health to ensure that any risks, concerns or incidents are escalated in line with Council protocols and procedures.

Public Health Implications

17. Domestic abuse is a key public health priority, which creates a substantial burden of harm that significantly impacts on health and wellbeing. Still referred to as a 'hidden crime', it has one of the highest under-reporting rates; using the crime survey for England and Wales, we can project that just over 19,000 Wiltshire residents will be living with the effects of domestic abuse.

18. The health impacts of domestic abuse are widely reported; from physical injury to the significant long-term association with poor mental health and wellbeing including depression, anxiety, increased risk of suicide, as well as increased use and reliance of alcohol and drugs.

19. There has been much documented on the impact of domestic abuse on children; with domestic abuse recognised as a factor in over half of all serious case reviews. There are significant long-term impacts of children witnessing domestic abuse, with over a third going on to experience another form of

abuse. There is also a higher probability of parental neglect, poor emotional wellbeing and resilience, school non-attendance, behavioural issues (including anti-social behaviour/offending) and difficulty in recognising and establishing appropriate relationships with others.

20. The Wiltshire domestic abuse agenda is cross-cutting and is integrated across Child and Adult Safeguarding, Drugs and Alcohol, Private Space Violence, Child Sexual Exploitation and the Modern-day Slavery agendas.

Procurement Implications

21. Procurement have been consulted as part of this papers development and the planning required around the use of the funding and the procurement processes that will be required to support the use of the funding.

22. Award of the funding detailed within this Cabinet Paper will be done in line with our requirements under the Council's Constitution and the Public Contract Regulations 2015.

23. A variety of solutions compliant with our requirements set out in paragraph 24 could be used to award this funding including (but not limited to) modifications of contract and competitive processes.

24. The Commercial and Procurement Team has been and will continue to provide advice and support on the award of this funding as set out in this Cabinet Paper.

Equalities Impact of the Proposal

25. An equalities impact has not been undertaken on this proposal. However, it should be noted that some service users accessing support may fall into certain protected characteristics under the Equality Act 2010 (age, sex, sexual orientation, race). Through this funding the council will ensure that the support provided by those providers will meet any duties under the Act.

Environmental and Climate Change Considerations

26. Environmental and climate change considerations do not affect the decisions required within this proposal.

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

27. If the funding proposals are not endorsed, Wiltshire Council run the risk of:

- Not being able to spend the funding in-year and risk the funding being returned
- Missing opportunities to enhance the local support offer for domestic abuse through the increasing the capacity and additional support offers

not being put in place to work with those victims and families that have fled domestic abuse and living in safe accommodation

- Reputational risk to Wiltshire Council for not investing national funding

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

28. Recruitment for short-term posts may be challenging from a potentially finite pool of specialist support services. Working with providers who are already working across this field, therefore there are some opportunities to add additional hours to existing postholders to enable delivery of the new areas of support identified; this may help to ensure work continues even if recruitment is challenging. The nature of the annualised investment and its challenges have also been escalated and shared across national LGA forums supporting the implementation of the domestic abuse funding.

Financial Implications

29. There are no major financial implications, as the proposals are supported using an external government grant, using the DLUHC criteria to determine its allocation. It is anticipated the funding will be spent across 2022-23; anything that is not spent in year will be rolled over into an earmarked reserve and be used to support the continuation of work being delivered against this agenda.

Legal Implications

30. The Secretary of State for The Department of Levelling Up, Housing and Communities (DLUHC) has determined under Section 31 of the Local Government Act 2003 that a grant of £125 million should be paid to the local authorities. As such, Wiltshire Council has been allocated £832,348 for 2022-23.

31. The proposals outlined in this report ensures that the Council will be able to meet the statutory responsibilities imposed by Part 4 of the Domestic Abuse Act 2021, relating to the provision of support for all victims of domestic abuse and their children.

32. The Constitution requires that delegation of authority applies to the approval of awarding grants to an external body, as this exceeds £250,000 this sits with Cabinet. Wiltshire Council will be passing on the external grant funding from the Department for Levelling Up, Housing and Communities (DLUHC) to those listed in 11.

33. Wiltshire Council should enter into a Grant Funding Agreement (or similar legal documentation) with the Department for Levelling Up, Housing and

Communities (DLUHC) in order to formally accept its funding to support victims and their families experiencing domestic abuse in Wiltshire, and so that the terms of use of the funding are clearly set out. Legal Services will need to be consulted to review the final documentation before execution.

34. Cabinet should delegate authority to enter into the Grant Funding Agreement and any other legal documentation to an appropriate individual.

35. It will be necessary to vary the contracts listed at point 11 in order to allocate the funding to appropriate domestic abuse support services. Any variation of these existing contracts should be completed in compliance with the Constitution, the Public Contract Regulations (2015) and the Procurement Manual, and Exemption Requests should be sought.

36. Cabinet should also delegate authority to enter into any necessary variation document and any other legal documentation required related to passing on the grant funding from the Department for Levelling Up, Housing and Communities (DLUHC) to an appropriate individual.

Workforce Implications

37. There are no workforce implications identified.

Conclusions

38. Part 4 of the Domestic Abuse Act 2021 details the statutory responsibilities of the Local Authority functions relating to the provision of support for all victims of domestic abuse and their children, regardless of their relevant protected characteristics, within relevant accommodation (as defined by the Regulations).

39. The Government has been clear that having the right support to protect and assist all victims of domestic abuse will make individuals and families safe, sooner.

40. Government recognises the critical importance of safe accommodation and support for victims and their children as they rebuild their lives after the trauma of domestic abuse.

41. Following extensive engagement and public consultation, Sections 57-61 of the Domestic Abuse Act 2021 underpinned by this guidance introduce requirements on local authorities and more accountability in the local delivery of domestic abuse support in safe accommodation.

42. The Secretary of State for Department of Levelling Up, Housing and Communities (DLUHC) has determined under Section 31 of the Local

Government Act 2003 that a grant of £125 million should be paid to the local authorities.

43. Wiltshire Council were allocated £832,348 for 2022-23.

44. This payment has been awarded to enable Council's to fulfil the functions of the statutory duty on Tier 1 Local Authorities relating to the provision of support to victims of domestic abuse and their children residing in safe accommodation for year 2.

Proposal

Cabinet is recommended to:

45. Accept the £832,348 allocated from the DLUHC for 2022-23 and endorse the proposals for allocating the grant

46. Agree to roll any surplus funding to an earmarked reserve.

47. Agree that any further decisions relating to the distribution of this grant are delegated to the Corporate Director of Resources, in consultation with the Cabinet Member for Public Health.

Professor Kate Blackburn, Director Public Health

Wiltshire Council

Cabinet

11 October 2022

Subject: Parish Stewards – Increased Funding

Cabinet Member: Cllr Dr Mark McClelland, Cabinet Member for Transport, Waste, Street Scene and Flooding

Key Decision: Key

Executive Summary

The Council has been operating the Parish Steward Scheme successfully for many years, and it is a service that is greatly appreciated by the local communities. It provides a regular visit by an operative with a truck equipped with a full range of hand tools and materials to address a wide variety of minor highway defects and needs.

There are currently 18 Parish Stewards operating in the county. They can repair a wide range of minor defects using light plant and tools, including strimmers, brush cutters and chain saws. Visits are programmed to take place Monday to Thursday. Friday is used as a float day to enable catch up for any outages such as leave, training or incident response. The schedule is reviewed annually, and the programmes for visits are adjusted as necessary.

The scheme has been immensely successful in its current form. However, it does have the potential to be expanded to offer significant service improvements. Some of the tasks that the Parish Stewards can be requested to undertake by parishes can be beyond the capabilities of a single person to carry them out safely. Whilst there is some scope for Stewards to work together on Fridays when works are generally not programmed, there are limitations with the resources available.

In order to increase the capability of the Parish Stewards it is proposed to add a two-person support team with additional equipment. The Parish Steward Support Team would be shared between the stewards and deployed as required, with care taken to ensure that they are programmed to be fully utilised.

The Parish Stewards are trained to be multi-skilled, with sufficient ability to identify and undertake works that align with the aspirations of the community, and to be able to identify where the additional resources could be safely and efficiently deployed. Additional support in managing and organising the support team's work would be available from the Council's local highway team.

Proposals

It is recommended that:

- (i) A budget of £233,000 is included for each of the years 2022/23, 2023/24 and 2024/5 to provide a Parish Steward Support Service.
- (ii) Arrangements should be made with the highways term maintenance contractor for the supply of a suitable two-person team and associated equipment to support the Parish Steward scheme.

Reason for Proposals

The Parish Steward scheme is important to the town and parish councils and the local communities, and their work contributes to improving the safety and appearance of Wiltshire's highway network. The increased budget will enable the Parish Stewards to undertake additional work on the network.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

11 October 2022

Subject: Parish Stewards – Increased Funding

Cabinet Member: Cllr Dr Mark McClelland, Cabinet Member for Transport, Waste, Street Scene and Flooding

Key Decision: Key

Purpose of Report

1. To consider increasing the budget for the Parish Steward Scheme to increase the capacity and capability of the service.

Relevance to the Council's Business Plan

2. The Council Business Plan acknowledges Wiltshire's natural beauty, the importance of the environment and the need for well-connected communities.
3. It also emphasises the importance of working in partnership with local communities.

Background

4. The Council has been operating the Parish Steward Scheme successfully for many years, and it is a service that is greatly appreciated by the local communities. It provides a regular visit by an operative with a truck equipped with a full range of hand tools and materials to address a wide variety of minor highway defects and needs.
5. The tasks are identified by a nominated person from the town or parish council and reported in advance of the visit on a priority system. The scheme operates through a single point of contact appointed to represent the priority needs of the community to the Steward service.
6. There are currently 18 Parish Stewards operating in the county. They can repair a wide range of minor defects using light plant and tools, including strimmers, brush cutters and chain saws. They are trained to ensure safe working in the Highway, underground apparatus detection, and identification of invasive and noxious weeds. There is also a two-person team operating in Salisbury on masonry and similar repairs.
7. Visits are programmed to take place Monday to Thursday. Friday is used as a float day to enable catch up for any outages such as leave, training or incident response. The schedule is reviewed annually, and the programmes for visits are adjusted as necessary.

Main Considerations for the Council

8. The current scope of works undertaken by Parish Stewards, covers a wide range of small highway maintenance tasks that are important to the local community, such, cutting back of vegetation, clearing of detritus and minor carriageway repairs.
9. The scheme has been immensely successful in its current form. However, it does have the potential to be expanded to offer significant service improvements. Some of the tasks that the Parish Stewards can be requested to undertake by parishes can be beyond the capabilities of a single person to carry them out safely. Whilst there is some scope for Stewards to work together on Fridays, when works are generally not programmed, there are limitations with the resources available.
10. In order to increase the capability of the Parish Stewards it is proposed to add a two-person support team with additional equipment. This would be likely to comprise:
 - (i) 5.5t pick up vehicle
 - (ii) 900kg cage trailer
 - (iii) Pedestrian mechanical weed ripper
 - (iv) Pedestrian flail mower
 - (v) Small power tools
 - (vi) Materials as necessary.
11. The Parish Steward Support Team would be shared between the stewards and deployed as required, with care taken to ensure that they are programmed to be fully utilised. The resources provided may be varied in order to meet changing circumstances and requirements.
12. The Parish Stewards are trained to be multi-skilled, with sufficient ability to identify and undertake works that align with the aspirations of the community, and to be able to identify where the additional resources could be safely and efficiently deployed.
13. Additional support in managing and organising the support team's work would be available from the Council's local highway team.

Overview and Scrutiny Engagement

14. No scrutiny engagement has taken place at this stage. Progress on the Parish Steward Scheme improvements will be reported to the Environment Select Committee in connection with the annual report made on the highways service.

Safeguarding Implications

15. There are no safeguarding implications.

Public Health Implications

16. The tasks performed by the Parish Stewards often contribute to improving road safety. The additional resources proposed will increase their capability and capacity for dealing with potentially hazardous issues on the highway network.

Procurement Implications

17. The Parish Steward Scheme is provided through the highways term maintenance contract which is currently the subject of a procurement exercise. The existing contract is with Ringway Infrastructure Services, and the new contract is the subject of a report to this meeting and will be awarded shortly and will start in April 2023. The new contract includes provision for the new supplier to provide the Parish Steward Service.

Equalities Impact of the Proposal

18. It is not anticipated that there will be any equalities impacts as a result of this enhanced service provision. Improved road maintenance is likely to be beneficial for pedestrians, cyclists and vulnerable road users.

Environmental and Climate Change Considerations

19. Enhanced routine highway maintenance by the Parish Stewards can have environmental benefits, especially in terms of reducing pollution and improving the environment and the appearance of the highway network for all road users, potentially increasing people's pride in the county and its environment.
20. From April 2023 the service would be provided under the new term maintenance contract. Bidders have included proposals to meet the Council's carbon target as part of their submissions which have been assessed as part of the award process.

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

21. Without the proposed investment there is a risk of increased public dissatisfaction with the condition of the highway network and with the existing limitations on the operation of the Parish Steward Scheme. The proposed enhancement would provide the opportunity to deal with some of the issues which are of importance to the town and parish councils, and to the public and road users.

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

22. There is a risk that the contractors will not have the capacity to deliver the increased service. However, initial indications from the existing contractor are that they will be able to meet this demand despite the increased demand on resources nationally. It should be noted that a new contract will be starting in April next year and arrangements will have to be made with supplier for the enhanced services.

23. There is a risk that the current inflation and skills shortages being experienced, especially in the construction industry, could make establishing the team difficult and this will be managed with relevant contractor.
24. Rising costs are becoming a problem in many areas and highway maintenance has been affected because of increased fuel and material costs. This could affect the future delivery of these increased programmes.

Financial Implications

25. It is estimated that a budget of £233,000 for three years would be sufficient to deliver the proposed Parish Steward Support Team, including materials and operating costs.
26. The type of work undertaken, and the material and other costs would be kept under review to ensure that the scheme remains within the allocated budgets and provides good value for money
27. The proposals have been discussed with existing service suppliers where relevant and the indications are that resources will be available to deliver the enhanced service levels.

Legal Implications

28. The highway authority has a duty to keep the highway network safe, but this duty does not usually prescribe specific levels of maintenance. The Parish Stewards help the Council to meet its responsibilities with regard to keeping the network safe, especially in connection with dealing with incidents on the network, including potholes and fallen trees.

Workforce Implications

29. The additional services will be provided by contractors, and their management will be by existing local highways officers, and additional staff will not be required.

Options Considered

30. As an alternative to a support team, it would be possible to increase the number of Parish Stewards, but this would not be as effective as increasing the scope of works the existing Parish Stewards can undertake by using a specialist support team.
31. Additional investment in other highway maintenance operations has recently taken place, including increased gully emptying, lining and road markings. It is considered that further investment in these services and other highway maintenance activities would be less effective than the current proposal to create a support team for the Parish Stewards.

Conclusions

32. The increased investment would result in better road markings, increased gully emptying and greater fly-tipping enforcement, which would lead to improved road safety and increased public satisfaction.
33. It is considered that the proposals are viable and can be delivered within a suitable timescale. Increasing the budget for three years will enable the backlog of work to be addressed and the condition and appearance of the highway network to be improved considerably.

Peter Binley (Acting Director - Highways and Environment)

Report Author:

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Date of report 23 September 2022

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

None

Appendices

None

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Wiltshire Council

Cabinet

11 October 2022

Subject: Update on Social Mobility and community conversations

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

Key Decision: Non-Key

Executive Summary

As part of Wiltshire Council's commitment to improving social mobility and tackling inequalities, senior leaders from a range of public sector organisations took part in community visits to Studley Green, Trowbridge and Bemerton Heath, Salisbury earlier this year. This has led to the development of ongoing community conversations for these areas, with the intention of piloting a bold and innovative approach and then adapting and rolling this out elsewhere in Wiltshire in due course.

Proposal(s)

It is recommended that Cabinet note the range of activity underway to support these communities and the ongoing opportunities for community activism and tailored support.

Reason for Proposal(s)

Improving social mobility and tackling inequality is a guiding theme for the council's Business Plan. In everything we do, we consider the impact of the action on social mobility and ask how we can help to tackle the disparities in opportunities that exist within Wiltshire.

Terence Herbert
Chief Executive

11 October 2022

Subject: Update on Social Mobility and community conversations

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

Key Decision: Non-Key

Purpose of Report

1. To appraise Cabinet of activity arising from recent community visits and pilots of ongoing community conversations following this.

Relevance to the Council's Business Plan

2. Improving social mobility and tackling inequality is a guiding theme for the council's Business Plan. In everything we do, we consider the impact of the action on social mobility and ask how we can help to tackle the disparities in opportunities that exist within Wiltshire.

Background

3. Earlier this year, senior leaders from Wiltshire Council, the NHS, Wiltshire OPCC and others undertook community visits to Studley Green in Trowbridge and Bemerton Heath in Salisbury. The community visits were structured as an initial opportunity for leaders to hear directly from residents and other community representatives.
4. In Studley Green, a range of concerns were highlighted including:
 - The timing and accessibility of bus services, bus shelters and lack of community transport groups. The need to improve pavements for mobility scooters.
 - The response to concerns on crime and ASB and making 101 service user friendly
 - Increasing crisis situations with families and an increase in mental health problems
 - The need for more activities aimed at teenagers including those with additional needs
 - The need for a more vibrant VCS and community-led join up between organisations
 - More trees and CCTV in some areas could be environmental improvements
5. In Bemerton Heath, similar but slightly different themes emerged including:

- Fly tipping and littering
 - User friendliness of 101 and responsiveness to concerns on crime and ASB
 - The need to improve access to healthcare when coming out of hospital
 - Mental health and addiction issues
 - Cost of public transport and the need to improve pavements and cycle paths
 - The VCS in Bemerton Heath has a range of groups up and running and good input from residents as well as links with PCSOs.
6. Both areas highlighted issues associated with an increase in cost of living.
 7. Having listened to the concerns, the senior leaders agreed with communities that investment in preventing issues emerging should be a priority for both areas. Following the visits the organisations involved have been developing business cases for targeted interventions and given consideration to these areas' needs when developing investment strategies and bids for central government funds, such as the UK Shared Prosperity Fund and Levelling Up Funds. The intention is to develop a model and flexible toolkit for engaging whole communities over the longer term - taking all of the participants on the journey at a pace they are comfortable with, taking as long as it needs to take - and developing solutions which can be tailored to the strengths and needs of local areas. This approach can then be replicated and tailored as appropriate elsewhere in the county.
 8. The model and overall approach is known as Asset Based Community Development (ABCD) – making use of what a community already has (such as existing organisations and resources) and using these things to make the area better for the people who live there. This has also been described as 'using what's strong to deal with what's wrong'. Similar approaches are also known as 'design thinking'
 9. There are pre-existing examples of this approach in Wiltshire, including community led action planning using local Joint Strategic Needs Assessments and a Wiltshire Centre for Independent Living [ABCD project](#) in Devizes. The community led model for healthier communities in Wiltshire has also been a significant success (recognising that ideas to connect people with sport and physical activity can't be 'done to' communities, they can only ever be 'created with'). Over the last few years this programme has undertaken mapping of existing groups within communities, developed an offer with local communities (with local communities) and promoted the provision of weekly community-based sport and physical activity opportunities, successfully targeting over 470 inactive individuals aged 16-74. This has included engaging non-traditional partners such as Spurgeon's to promote activities such as buggy walks.
 10. Authors such as Cormac Russell (Rekindling Democracy) make ABCD central to their proposed approach for rejuvenating community action. This is in response to issues highlighted by others such as Richard Sennet and [Ezio Manzini](#) who wrote presciently before the pandemic and cost of living crisis, *"communities that have greater social and civic connectivity and activity respond better to catastrophic events.... social resilience requires the existence of groups of people who interact and collaborate in a physical*

context. Proximity and relationship with a place are what enable these people to self-organize and solve problems in a crisis”.

11. Since the leaders’ visits, Wiltshire Council officers have been engaging in community conversations with the support of the relevant Strategic Engagement and Partnership Managers in the two pilot areas, to create opportunities for collaborative encounters and to consider how to support environments where these encounters can emerge, thrive, and evolve.

12. This has involved being present in the community, conducting further conversations with a level of persistent curiosity, and supporting a collective reimagining of how the needs and aspirations of the communities can be met. Wiltshire Council recognises that communities know their needs much better than us and that the best approaches are those that enable, equip and empower people to create change for themselves. Core to the overall approach is:
 - **Building relationships:** and establishing trust
 - **Raising aspiration, building social capital and increasing social mobility**
 - **Coproduction:** ideas to connect people and services are ‘created with’ communities
 - **Learning about and understanding communities:** trying different approaches, understand why something is or isn’t working
 - **Ongoing evidence and insight:** to help improve project delivery and inform future service delivery
 - **Sustainability:** beyond initial investment period, by engaging local leaders and organisations who can access alternate funding.

13. It is recognised that building trusted relationships takes time and the approach has been developed with the partner organisations who were involved in the first community visits and with community leaders so that we are working with and not ‘to’ the community. Taking time to develop a coherent community conversation and community movement allows for minimising the duplication of other community offers and provides a more sustainable and long term improvement in outcomes which are community led.

14. Co-production is a particularly important aspect of Wiltshire’s approach, emerging out of and alongside the Asset Based Community Development and the community-led model. It should lead to greater innovation and better value for money - examples of this already in place in Wiltshire include Speedwatch and Paths for All. There is an agreement and commitment that we need to work together to effect change by seeing things not as single issues, not as things to be fixed by agencies and not without the communities where these impacts are being felt. A great deal of engagement and intervention has taken place over the years to help address the deep challenges facing individuals and communities, but the level of improvement has not always delivered what we would all have hoped for. Working to principles of co-production is intended to address this.

Traditional principles	Co-productive principles
Fix the problem	Grow the good life (Vision)
Manage need	Develop capability

Transactional culture	Above all relationships
Audit money	Connect multiple forms of resource
Contain risk	Create possibility
Closed/Targeted	Open: Take care of everyone

Source: "Radical Help" by Hilary Cottam

Main Considerations for the Council

15. The community conversations are continuing, drawing on what people like about their area, what can make it better, understanding motivations and how people may like to be involved in change. Partners in a range of community groups are involved in connecting with our communities, including Wiltshire-wide organisations such as the Community Foundation and Wessex Community Action and those involved in the very different local ecosystems of community groups (such as tenant engagement officers, police community support officers, patient participation managers, community venue boards etc). The intention is to generate further interest from the communities, to generate some quick wins but also plan for a bold movement over the long term.
16. The development of a movement for the longer term in the two areas means identifying a shared purpose, values and experiences and identifying meaningful actions, rewards and engagement. These need to be supported by sustainable resource, data, communications activity and organisation over the long term. It involves creating an understanding of what can be done with people power and where help from public service providers is needed to deliver the change required.
17. Examples of what is already being done with 'people power' include a new management committee being formed for the community centre in Studley Green; the activity of [Trowbridge Futures](#); and [further work](#) by Rise61 taking place in Bemerton Heath exploring the development of a [youth hub](#) (now seeking planning permission).
18. Since the community visits some quick wins have also been supported by public service providers:
 - The council has lifted the 930am restriction on use of concessionary bus passes
 - The Police and Crime Commissioner has [consulted](#) further on the experience of reporting to 101
 - New Local Highway and Footway Improvement Groups (LHFIGs) have been created, empowered to invest in improving or repair existing infrastructure such as highways and footways, while still investing in new infrastructure. Consideration is being given to provision for bus shelters on Studley Green.
 - A bid for the Youth Investment Fund to improve facilities in Studley Green has been developed, to complement activity by Trowbridge Future and Wiltshire Youth for Christ
 - Litter picking events have been promoted
19. Looking to the longer term, we are working closely with our partners in the NHS BSW Integrated Care System and have confirmed priorities for the

Wiltshire Integrated Care Alliance that will see the development of 'Neighbourhood Collaboratives' through Primary Care Networks (PCNs).

20. These have developed from a Neighbourhood Focus Site project, and the model supports neighbourhoods (PCN footprints) to establish collaborative groups, working in a population-health management focussed way to make changes aimed at addressing health inequalities. Fully established, 13 collaboratives will be working across Wiltshire with a fully formed model of support, leadership and networking to learn and share. It has been agreed in principle to work with Salisbury, Trowbridge and Devizes neighbourhoods in the first instance, but there is also significant interest from other areas to progress quickly.
21. The idea of these Neighbourhood Collaboratives is that: Wiltshire residents will be able to inform and affect local change to improve services that matter to them; Neighbourhoods are able to work together to identify and reduce health and care gaps by working together without boundaries; and professionals and communities have a way of working together to design and implement solutions to inequality gaps and to work through delivery of key required changes. The Health and Wellbeing Board has warmly welcomed the proposals and further background information is available [here](#).
22. Wiltshire is also currently awaiting feedback from the government on its UK Shared Prosperity Fund Investment Plan. Within the [plan](#) submitted to government in July, provision was made as follows:

Outcome

Communities have been empowered to act in their local area [for Levelling-Up]

Delivery: Levelling-Up Community Fund

Create delegated funds for neighbourhoods with significant deprivation (or using other proxies), and set-up community panels to make small grants that deliver Levelling-Up objectives for well-being and productivity in neighbourhoods. Designed to increase community participation, working together, local responsibility and activism, improving civic pride, participation and social inclusion.

23. Once government go ahead is received for the plan the intention is to trial the delegated funds in Studley Green and Bemerton Heath first of all and to see how effective they are at encouraging community activism and collective action on measures that improve well-being and/or Productivity.
24. Irrespective of the government decision on UKSPF, the council is committed to resourcing appropriate activity within the two pilot areas.

Overview and Scrutiny Engagement

25. Aspects of activity set out within this report have been considered by overview and scrutiny.

Safeguarding Implications

26. Consent is sought as appropriate for participation in community conversations.

Public Health Implications

27. The community conversations and related activity intend to improve social mobility and tackle inequality. This aligns clearly with activity on the social determinants of health.

Procurement Implications

28. Delivery of the delegated funds could be either for the neighbourhood group to determine which measures are to be financially supported and the Council awarding grants and contracts to each delivery organisation; or for the Council to openly select a body to hold delegated funds and award contracts to delivery organisations as determined by neighbourhoods.

Equalities Impact of the Proposal

29. Improving social mobility and tackling inequality is a guiding theme for the council's Business Plan. In everything we do, we consider the impact of the action on social mobility and ask how we can help to tackle the disparities in opportunities that exist within Wiltshire. The two pilot areas were selected with an understanding of the persistent inequalities in outcome and their rankings within indices of multiple deprivation, where vulnerable groups and inequalities amongst protected characteristics are usually disproportionately represented.

Environmental and Climate Change Considerations

30. At this stage there are no environmental considerations

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

31. No decision is required to be made

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

32. No decision is required to be made

Financial Implications

33. At this stage there are no direct financial implications for the council. The activity set out is being undertaken through officer time; and detail on the deployment of UK SPF funds will be provided in further updates to cabinet once government sign-off is received.

Legal Implications

34. There are no legal implications.

Workforce Implications

35. Ongoing support for the community conversations is being provided through the council's transformation team working in partnership with the relevant Strategic Engagement and Partnership Managers.

Conclusions

36. Wiltshire Council is committed to improving social mobility and tackling inequalities. Through piloting ongoing community conversations and supporting the related movements and activity in Studley Green and Bemerton Heath we are looking forward to positive change in those areas and expect in due course to adapt and roll this out elsewhere in Wiltshire.

Terence Herbert, Chief Executive

Report Author: David Bowater, Executive Office, david.bowater@wiltshire.gov.uk
with Adele Owens and Andrew Morrison, Transformation Team

29 September 2022

Wiltshire Council

Cabinet

11 October 2022

Subject: New Term Highways Maintenance Contract - Results of Procurement Exercise

Cabinet Member: Cllr Dr Mark McClelland – Cabinet Member for Transport, Waste, Street Scene and Flooding

Key Decision: Key

Executive Summary

Following the decision by Cabinet in January 2022 for the Director of Highways and Transport to invite tenders for a new supplier to provide the Term Highway Maintenance Services, and to report the results of the procurement exercise back to Cabinet to consider the proposals for award of contract a procurement exercise has been undertaken for a new highways contract.

The new contract will include the provision of routine highways maintenance, Parish Stewards, pothole repairs, winter gritting, street lighting and the implementation of safety and Local Highway and Footway Improvement Groups (LHFIG) schemes. It also includes the provision for additional spend on works funded through external bids, and the option to allow other Wiltshire Council services to order works through the contract. The new contract will start on 1 April 2023. It is anticipated that annual expenditure through the contract is likely to be in the region of £15,000,000.

The Procurement of the new contract has followed the restricted procedure advertised in accordance with the EU Procurement Rules. This involved a list of tenderers being invited to bid following an initial selection process based on their capabilities and experience. This ensured that those being invited to tender met the minimum requirements to deliver the services

Following the publishing of the Official Journal of the European Union (OJEU) notice, 35 firms (made up of both smaller and larger companies), viewed the documents and six expressed an intent to respond via the supplying southwest portal. Subsequently, three firms submitted documents requesting to be on the tender list, and these were evaluated.

Based on the evaluations by a team comprising service managers and highways officers, with representatives of the Corporate Procurement team acting as moderators, a list of three potential tenderers was prepared.

The submitted tenders have been assessed in terms of cost, quality, carbon and social value, using Price/Quality/Carbon/Social Value award criteria of 40/30/20/10 described in the tender documentation.

The detailed scoring and financial information are contained in a confidential report to be considered in Part 2 of this meeting.

Proposal

The proposal is to be considered as a Part 2 Item at this meeting.

Reason for Proposal

- (i) There is a need for a specialist contractor to deliver the Council's highways and related services when the existing contract ends on 31 March 2023.
- (ii) Following a robust procurement exercise in accordance with the 'Restricted Procedure' tenders were submitted by three companies, which were assessed in terms of price, quality carbon and social value.
- (iii) The most advantageous tender for the Council, taking into account price, quality, carbon and social value, should be accepted in accordance with the procurement procedures. The detailed scoring and financial information are contained in a confidential report to be considered in Part 2 of this meeting.

Terence Herbert
Chief Executive

Wiltshire Council

Cabinet

11 October 2022

Subject: New Term Highways Maintenance Contract - Results of Procurement Exercise

Cabinet Member: Cllr Dr Mark McClelland – Cabinet Member for Transport, Waste, Street Scene and Flooding

Key Decision: Key

Purpose of Report

1. To consider the award of the Term Highways Maintenance Contract.

Relevance to the Council's Business Plan

2. The Council's Highways Maintenance Contract helps meet the priorities of the Council's Business Plan Principles 2022 to 2032 including:
 - a. We have vibrant well-connected communities
 - b. We ensure decisions are evidence-based
 - c. We take responsibility for the environment
 - d. We are on the path to carbon neutral (net zero)
 - e. We are safe
 - f. We stay active
 - g. We have the right skills to prosper
3. The new Highways Maintenance Contract will deliver a wide range of highway related services that will help the Council deliver its Business Plan and meet its statutory duties as highway authority.

Background

4. The Council's highways maintenance service has been primarily delivered through the Wiltshire Highways Contract, which was awarded to Ringway Infrastructure Services Limited on 29 January 2016. The contract started on 1 April 2016 and comes to an end on 31 March 2023.
5. On 11 January 2022 Cabinet approved for the Director of Highways and Transport to invite tenders for a new supplier to provide the Term Highway Maintenance Services, and to report the results of the procurement exercise to Cabinet to consider the proposals for award of contract. An outline of the highways services to be provided under the new highways contract is included in **Appendix 1**.
6. The new contract will include the provision of routine highways maintenance, Parish Stewards, pothole repairs, winter gritting, street lighting and the

implementation of safety and Local Highway and Footway Improvement Groups (LHFIG) schemes. It also includes the provision for additional spend on works funded through external bids, and the option to allow other Wiltshire Council services to order works through the contract.

7. It is proposed that the new contract will come into operation on 1 April 2023 so that there is a continuation of the provision of the highway maintenance services when the existing contract ends. A summary of the main provisions of the new contract is included in **Appendix 2**.

Main Considerations for the Council

8. The new contract offers the opportunity to establish a new long-term relationship with a contractor to work in partnership with the Council to deliver the highway service.
9. The contract will be for five years, with a further five years extension subject to performance, which would be monitored continuously and assessed annually. This will be an incentive for consistent good performance.
10. The procurement process that has been followed will ensure that the new highways contractor will be an established company with a proven track record in highways maintenance with the capacity and capability to deliver the service.
11. The new contractor will be required to make full use of technology to identify and record works undertaken.
12. The procurement of the new contract has followed the 'Restricted Procedure' which is a two stage process. The first stage was for bidders to submit information to enable them to be considered for inclusion on a list to be invited to tender.
13. The second stage was for the short listed tenderers to be issued the Invitation to Tender (ITT) documents, which had to be completed and returned by the closing date of 8 September 2022. The tender documents included both price and quality elements which are taken into account in awarding the contract.
14. Following the issue of a Prior Information Notice (PIN), published on the Find a Tender Service (FTS), a market engagement event in the form of a webinar was held on 29 November 2021. This was open to any potential providers and was well attended. A presentation was delivered to attendees to enable them to understand the scope of the contract and the timescale for procurement.
15. The market engagement event was followed up with one to one contractor engagement meetings with seven contractors who expressed an interest in bidding for the new Wiltshire Term Highways Maintenance Contract.
16. The programme for the procurement of the contract is shown below:

Event	Date
Market Engagement Event	29 November 2021
Stage 1 SQ Issued	13 April 2022

Deadline For Clarification Questions – 17:00 hrs	27 April 2022
Target date for responses to clarifications	4 May 2022
Deadline for Submission of Stage 1 SQ - 12 noon	24 May 2022
Evaluation of Stage 1 SQ	25 May – 10 June 2022
Notification of Evaluation decision	15 June 2022
Stage 2 Invitation to Tender Issued	17 June 2022
Deadline For Clarification Questions – 17:00 hrs	18 August 2022
Target date for responses to clarifications	25 August 2022
Deadline for Submission of Tenders – 12 noon	8 September 2022
Evaluation of Tenders	9 - 30 September 2022
Award Decision	5 October 2022
Cabinet Approval to Award Contract	11 October 2022
Standstill Period	12 – 23 October 2022
Formal Contract Award	November 2022
Contract Start Date	1 April 2023

Selection Questionnaire

17. Following the publishing of the Official Journal of the European Union (OJEU) notice, the Selection Questionnaire (SQ) was made available to potential bidders. The SQ requested information about the bidder, including financial information, business and professional standing, health and safety, equal opportunities and diversity, environmental management, quality management and previous experience.
18. There were 35 companies that viewed the notice, made up of both smaller and larger companies. Six companies expressed an intent to respond via the supplying southwest portal.
19. The returned SQs were assessed in accordance with the process set out in the document and were scored by a panel of Council officers to identify a list of organisations to be invited to tender.
20. In compliance with the Public Contract Regulation 2015, all the documents (the SQ and the Draft Tender Documents) were made available on the same day. This was to allow all the potential bidders to view the documents and the requirements of the Council, to be able to make an informed decision on whether to submit a completed SQ.
21. By 24 May 2022, which was the deadline to receive completed SQs, three firms had submitted documents, and one firm had indicated that they were unable to submit an SQ at this time as their bid team were working on other bids and so would not have sufficient resources to submit a bid for the Wiltshire Contract.
22. Based on the evaluations by a team comprising service managers and highways officers, assisted by representatives of the Corporate Procurement team acting as moderators, a list of three potential tenderers was prepared.

23. It is considered that the three companies invited to tender represented a suitable tender list of firms with the capacity and capability to deliver the contract.

Invitation to Tender

24. The tender documents, which include a Price List and a Quality Submission questionnaire, were issued to the selected list of bidders on 17 June 2022.
25. There were 154 tender clarification questions received from tenderers, which mainly concerned TUPE, pensions, clarifications on the scope of the contract, requests for information on current outputs and costs, and suggestions for amendments to the contract document. Responses were provided to all the requests.
26. The tenders were returned on 8 September 2022, and assessments of the quality and cost aspects of the bid were undertaken.

Quality Assessment

27. The Quality Submission (QS) comprises three parts:

- Part 1 Quality Questions
- Part 2 Carbon Questions
- Part 3 Social Value Questions

28. Each part consists of a number of questions the tenderers had to complete, under the following headings:

Part 1 Quality Questions

- Management Structure
- Mobilisation and Depots
- Overheads
- Undertaking Specialist Works
- Working with Others on the Highway
- Local Highways and Parish Stewards Operations
- Winter and Emergency Services
- Street Lighting Maintenance Service
- HIAMS Interface
- Finalising Works Orders
- Works Co-ordination and Permitting

Part 2 Carbon Questions

- Verifiable Carbon Reductions
- Carbon Reductions
- Carbon Reduction - Fleet
- Conserving the Natural Environment
- Circular Economy
- Water Quality and Efficiency

Part 3 Social Value Questions

- Employment Opportunities for Disadvantaged People
 - Employee Retention and Training Opportunities
 - Staff Wellbeing and Equality
 - Cyber Security and Service Continuity
 - Working with the Community
 - Additional Social Value Benefits
29. The QS responses were assessed and scored by a panel comprising Heads of Service and other staff who have extensive experience of the type of work being undertaken through the contract. The weightings given to each aspect of the QS are described in **Appendix 3**.
30. The scores for each part of the QS are totalled, the QS score for each tender is expressed as a score against the maximum points available and multiplied by the relevant award criteria. The scores for each part of the QS are then totalled to give the tenderers overall QS evaluation score.
31. The outcome of the QS questionnaire assessment is reported in the Part 2 item to be considered at this meeting.

Price Assessment

32. The tenderers had to complete a Price List of items which reflected the range of work to be procured through the contract.
33. Tenderers completed and submitted a Price List which contained a schedule of rates and items for the work most likely to be required under the contract. This included a mixture of rates for different types of measured work and fixed sums for specific elements of work.
34. These rates were used to price a basket of goods consisting of items which represented the typical annual expenditure anticipated through the contract.
35. A weighting of 85% of the price award criteria was applied to the basket of goods score. The lowest annual value calculated from the basket of goods was awarded 85%. The basket of goods scores for all the other tenderers were calculated by dividing the lowest annual basket of goods value by each tenderer's annual value in turn.
36. The tenderers provided their direct fee and sub-contract fee percentages for on-costs and multipliers to be applied in certain circumstances in accordance with the terms of the contract.
37. A weighting of 7.5% of the cost award criteria was applied to each of the direct fee percentage scores and sub-contractor percentage scores. The lowest scores were awarded 7.5%, the scores for all the other tenderers were calculated by dividing the lowest percentage value by each tenderer's percentage in turn.
38. Each score is added to give the total price assessment score for each bidder.
39. The outcome of the price assessment is reported in the Part 2 item to be considered at this meeting.

Comparison of bids

40. The tender assessment process has recognised the importance of obtaining cost-effective services but has also acknowledged the importance of the quality of the services to be provided by the contractor. The bids have been evaluated in accordance with the previously agreed proportions:

Price – 40%
Quality – 30%
Carbon – 20%
Social value – 10%

41. The quality and price scores of the tenderers were combined to determine to determine an overall score for each bidder. The full details of the assessment are described in the Part 2 item to be considered at this meeting.

Next Stages

42. Following a decision to award the contract there will be a ten-day standstill period during which other tenderers may make a legal challenge to the award of the contract.
43. Subject to the outcome of the decision by Cabinet, and assuming no legal challenge is received, the intention is to enter into the contract as soon as possible in order to provide the maximum lead in time before the contract starts on 1 April 2023.
44. There will be a significant amount of preparatory work for the successful bidder in arranging the necessary plant and equipment, communications systems, and infrastructure, as well as ensuring that the contract is suitably staffed.
45. The new contract will require changes to how some services are delivered, especially with regard to carbon impacts as the new supplier will need to develop services that can demonstrate a reduction of carbon throughout the life of the contract. These arrangements and recording methods will need to be agreed with the Council officers.

Overview and Scrutiny Engagement

46. The Environment Select Committee were previously informed of the process being followed for the procurement and made observations regarding the options being considered for replacing the current highways maintenance contract when the annual service review was reported to them in January 2022.
47. The Chairman and Vice-Chairman of the Environment Select Committee received a briefing about the current assessment on 7 October.

Safeguarding Implications

48. None

Public Health Implications

49. The condition of Wiltshire's roads and related infrastructure can have serious safety implications.
50. The continued maintenance of the highway network ensures that Wiltshire's roads are kept in a safe condition for public use and thus reduce accidents, especially with regard to skid resistance and structural defects.
51. The continued maintenance of footways and cycleways contributes to peoples' safe use and enjoyment of their environment and to their mental and physical wellbeing.
52. The health and safety record and procedures of the bidders have been taken into account in assessing the bids.

Procurement Implications

53. The procurement has followed the Restricted Procedure, which is a two-stage process, with the relevant OJEU notices and procedures.
54. The scope and details of the new contract take into account a number of factors, including revenue funding pressures, public expectations, winter maintenance requirements and legal obligations to maintain the highways network.
55. The Council's Procurement Team has been actively involved in the process and has monitored the procurement and tender assessment process to ensure it is carried out properly and to reduce the risk of a legal challenge. The detailed scoring and financial information on the tender assessment is contained in a confidential report to be considered in Part 2 of this meeting.

Equalities Impact of the Proposal

56. The new highways contract will result in existing employees of current contractors and sub-contractors having rights under TUPE legislation. The Council will work with the contractors and sub-contractors to determine whether TUPE is applicable and to make the appropriate arrangement to meet any legal obligations.
57. The successful tenderer has been required to demonstrate good practice in terms of employment policies and practices and conform to the Council's standards and values. The tenderers' employment policies have been taken into account in assessing the tenders.
58. The tenderers included a range of social value proposals which were considered in the tender assessment process. These included equality and diversity training, living wage requirements, local employment, jobs for armed forces veterans, apprenticeships, and work experience opportunities.

Environmental and Climate Change Considerations

59. The successful tenderer's quality submission responses include a series of measures that they will put in place to reduce carbon emissions associated with their operations during the life of the contract and how they will evidence these

reductions. These measures include year on year targets for Scope 1 and 2 Carbon intensity reductions, proposals for reducing Scope 3 carbon intensity, and reducing fleet CO₂ emissions. These targets will be used to form key performance indicators linked to the award of the contract extension.

60. The effects of climate change are likely to have significant effects on the highways network with increased incidents of flooding and temperature extremes causing more frequent damage to the roads, footways, and drainage systems. Having a suitable highways contractor in place will enable robust responses to be made to immediate problems and will assist in developing strategies and investment to improve the condition of the network to help build resilience into the infrastructure.
61. The maintenance of highways, verges, landscaped areas and watercourses carried out by the highways services can have an important influence on the local ecology and environment in Wiltshire, and this has been taken into account in assessing the quality evaluation responses.
62. The tender assessment process for the new highways contract has considered the environmental policies of the tenderers in the quality evaluation.

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

63. There are significant risks associated with the Council's highways operations, especially in terms of health and safety, and in financial and reputational risks to the Council.
64. It is important that a suitable contractor is appointed to enable the contract to start on 1 April 2023 when the existing contract ends. In the event of the contract not being awarded it should be possible to make temporary arrangements with existing suppliers. However, there would be risks associated with this as resource levels would be likely to be reduced, which could result in delays in dealing with potholes and other issues on the highway.
59. There would be cost implications in making temporary arrangements to continue to deliver services in the short term in the event of there being a delay in awarding the contract, or in retendering all or some of the works. The early award of the contract and an early start would reduce the potential adverse impact of costs and potential poor service delivery.
65. There could be a risk of increased accidents, claims and public dissatisfaction if highway maintenance is not delivered effectively, or is delayed as a result of procurement issues. These may arise if suppliers are unwilling to continue to provide the services to the level required by the Council. At present, with the current progress on procurement, this seems unlikely, but the situation will continue to be monitored.

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

66. There is a risk that despite the stringent procurement procedure and assessment processes that the selected contractor does not meet expectations and performance is not as good as anticipated.

67. Careful consideration has been given to the scope of the new contract including recording and managing the contractor's performance through the use of key performance indicators. This approach has been successful on the current contract and will continue with the new contract, with reports on performance being made on a regular basis to the Environment Select Committee, or as required.
68. Current levels of inflation are causing uncertainty, and the situation will continue to be monitored. However, with limited budgets the volume of work ordered from the contractor may reduce, especially if there are more budget reductions in the future. The contract rates are linked to indices and will change, especially if the current high inflation continues. This reduces the risk of an early termination of the contract due to unsustainable cost increases having to be absorbed by the contractor.
69. There has been significant capital funding for highways maintenance and improvements in Wiltshire in recent years, despite the overall difficult financial situation. However, the increasing workloads in the public and private sectors are causing resourcing concerns across the industry which could affect future delivery of the Council's highway maintenance.
70. There is a risk that there could be a legal challenge to the contract award. There is a ten-day standstill period following award during which this could happen. The processes followed in procuring the contract have followed the required procedure in order to reduce this risk.

Financial Implications

71. The anticipated expenditure through the contract is likely to vary from year to year depending on budgets and priorities. The annual expenditure through the contract is expected to be in the region of £15 million,
72. Currently high inflation is having a global effect on prices. This may impact on the amount of work that can be ordered through the new term maintenance contract, as the rates in the contract provides for regular adjustment of prices in accordance with industry published indices.
73. The assessment of the tenders for the new contract has included detailed consideration of the financial aspects, with a weighting of 40% given to the cost elements. Taking into account the specific requirements of the service, the council's aspirations, and the risks associated with maintaining the highway network it was considered that this weighting is appropriate.
74. A representative basket of goods of anticipated work expected to be ordered through the contract has been used to carry out an assessment of the financial implications of the tenders. The financial implications of the award of the new contract are discussed in the Part 2 report which will be considered at this meeting.

Legal Implications

75. The Council has a duty to maintain the highways network and related infrastructure. The new highways contract will deliver important aspects of the highways service and will help ensure that the Council meets its obligations under the Highways Act and other legislation. The new contract, and the appointment of a suitable supplier, will help ensure that the services are provided to the standard necessary for the Council to fulfil its statutory duties.
76. Any transfer of staff under TUPE from the existing service suppliers to a new supplier will be managed, with appropriate legal advice, as part of the contract transition process. This will include the protection of pension rights of transferring staff through either access to the Local Government Pension Scheme or other appropriate scheme, details of which will be negotiated with a new supplier.
77. It is important that the procurement process and contract award follow the correct processes in order to avoid legal challenges during the process which could delay or prevent the start of any new arrangements.

Workforce Implications

78. There are no direct workforce implications for Wiltshire Staff. The current structure and the roles undertaken by staff would continue to operate in a similar way to the current contract.

Options Considered

79. It is necessary for the Council to award a new highway term maintenance contract, or to make alternative arrangements, because of the legal responsibilities and the importance of the highway service to the Council and the communities in Wiltshire. There are significant safety, legal, reputational and financial risks associated with not having a suitable contractor for the highways service.
80. The tenders submitted for the new contract have been assessed in terms of price and quality in accordance with the agreed procedure, and the most suitable tenderer has been identified.

Conclusions

81. A Robust procurement process has been undertaken to ensure appropriate arrangements are made for the continuing provision of the highway service.
82. The result of the assessment to identify a preferred bidder is described in the Part 2 item to be considered at this meeting. The most advantageous tender for the Council, taking into account quality and price, has been identified in accordance with the procurement procedures.

Samantha Howell Peter Binley (Acting Director - Highways and Environment)

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Date of report

Appendices

Appendix 1 – Outline of the highway services in the new contract

Appendix 2 – Summary of the main provisions of the new contract

Appendix 3 – Weightings of each aspect of the quality submission questions.

Background Papers

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

None

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Outline Description of the Highway Service

Local Highway Maintenance Services

Provision of a highway maintenance service providing local highway maintenance services from local offices and depots serving the Council and the communities of the County.

Parish Steward

- Provision of parish steward team to work interactively with the Parish Councils and highway offices on managing local highway issues

Cyclic Masonry Gang(s)

- Provision of suitably qualified and experienced operatives (and supervisors) to undertake planned, reactive, and proactive small maintenance repair works to the highway assets

Pothole Repair Gang(s)

- Provision of suitably qualified and experienced operatives (and supervisors) to provide a proactive and reactive service to repair potholes

Hand Patching Repair Gang(s)

- Provision of suitably qualified and experienced operatives (and supervisors) to undertake proactive and planned carriageway and footway repairs

Tractor Gang(s)

- Provision of gangs to undertake various scheduled and unscheduled highway 'verge' maintenance tasks

Gully and Drain Cleansing Service

- Provision of a defined cleansing service to deliver the Council's established gully cleansing policy, and unscheduled cleansing commitments.

Highway Sweeping

- Provision of a scheduled and unscheduled mechanical sweeping service to the affected property

Highway Weed Control

- Provision of a scheduled and unscheduled weed control service to the affected property including the treatment of noxious and invasive plants.

Bridge Maintenance Gang(s)

Provision of suitably qualified and experienced gang(s) to undertake maintenance and minor masonry work to the Council's 'structures' assets.

Winter Maintenance Service

Provision of suitably qualified and experienced operatives, supervisors, and managers to undertake precautionary gritting (and snow ploughing) of the affected property throughout the winter period (24 hrs a day)

Emergency Service

Provision of suitably qualified and experienced operatives, supervisors (and managers) to attend and make safe highway issues (and where appropriate open to public use) identified on the affected property 365 days of the year, 24hrs a day.

Street Lighting Service

Provision of suitably qualified and experienced operatives, supervisors and managers to provide a reactive, proactive, and planned street lighting service including emergency attendance (365 days of the year, 24hrs a day).

Drainage Repair Gang(s)

Provision of suitably qualified and experienced gang(s) to undertake planned drainage investigations and repairs to the Council's 'drainage' assets.

CCTV Survey of Highway Assets

Provision of a specialist CCTV survey service to undertake and record planned visual inspections of the Council's 'drainage' assets.

Construction Services

Provision of suitably qualified and experienced operatives, supervisors and managers to deliver a construction service delivering site specific designs/projects on an annual programme, encompassing:

- Traffic Management
- Site Clearance
- Earthworks
- Carriageway
- Kerbing, Paving and Footway
- Signing and Road Markings and
- Street Lighting

For all services

The *Contractor* will be required to:

- support the Client in preparing works packages and works programmes
- liaise with third parties and others, coordinate the works including obtaining the correct road space permits and site access agreements,
- agree work packages, and check measurements,
- carry out site inspection/assessment,
- carry out any necessary site preparation operations,
- dispose of waste material in accordance with service specification and latest legislation
- provide all necessary traffic management,
- agree final measures and invoicing,
- update works undertaken on an electronic recording system,
- keep records of the carbon footprint associated with the works activities and implement alternative ways of working that demonstrate reductions in the carbon footprint over the course of the contract and,
- recommend alternative solutions for consideration by the *Client*.

SUMMARY OF THE MAIN PROVISIONS OF THE NEW CONTRACT

The contract uses the NEC4 form of contract.

The contract will be for five years, and can be extended by a further five years subject to performance.

There is a Price List of items, which will be the basis of payment to the contractor. It includes items for measured work paid for by item, linear or square metre etc. There are also items paid for on a time basis where work may not be specified by particular work, such as for Parish Stewards.

The prices will be subject to periodic inflation adjustments using the “Price Adjustment Formulae Indices Series 4 - Highways Maintenance - Work Category Indices”, prepared by BCIS.

Works to be carried out by the contractor, are defined in the specifications and methods of measurement, based on nationally accepted standards, including Department for Transport, British Standards and other industry guidance.

In some cases, bespoke items and specifications have been developed, for example for Parish Stewards.

The operation of the contract will be managed by Contract Management Meetings, which will take place monthly and involve senior representatives of the Council, consultant and contractor.

Service Delivery Teams are established for individual service areas such as major maintenance, local highways, structures, integrated transport, and street lighting. These teams comprising representatives of the Council, consultant and contractor will manage the day to day operations.

The Council issues task orders to the contractor on the basis of the Price List. On completion of the works, or on a monthly basis, the contractor submits a payment application.

Where there are no appropriate items in the Price List the contractor will be requested to provide a price for consideration.

The payment application is reviewed by the Council and an approved sum paid to the contractor.

Task orders and payments applications are managed through the Highways Integrated Asset Management System (HIAMS).

Either party can issue Early Warning Notices (EWNs) in connection with the works to give advance notice of changes or potential issues.

Where appropriate a Service Managers Instruction (SMI) is issued, particularly if there are financial implications in connection with the event, and additional or changes to

payments are made accordingly.

In the event of any disagreement the matter would initially be considered by the Service Delivery Team, and if necessary, referred to the Contract Management Meeting.

If it is still not resolved it may be referred to an independent adjudicator appointed by the Institution of Civil Engineers.

Carbon reduction is a key consideration in the contract and the contractor is required to its carbon usage throughout the contract period.

The contractor's performance will be monitored on a month by month basis so that prompt action can be taken to address any issues.

The contractor's performance is assessed against the contract objectives annually in accordance with the procedure set out in the contract. The responses to the quality submission questions at tender stage and agreed key performance indicators will be taken into account in considering the contractors performance.

Good performance will be rewarded by the award of an extension of five years.

Poor performance could result in contract termination.

The assessment of contractor's performance will be reported annually to the Environment Select Committee or as necessary.

Weightings for Quality, Carbon and Social Value Submissions

Quality Submission Weighting

Quality Question Number	Maximum Points Available per Question	Weighting per question as %	Maximum Weighted Points Available
Q1a	10	6	0.60
Q1b	10	6	0.60
Q1c	10	6	0.60
Q2a	10	9	0.90
Q2b	10	9	0.90
Q2c	10	9	0.90
Q3a	10	18	1.80
Q3b	10	18	1.80
Q3c	10	18	1.80
Q3d	10	18	1.80
Q3e	10	18	1.80
Q3f	10	18	1.80
Q4a	10	9	0.90
Q5a	10	7	0.70
Q6a	10	12	1.20
Q6b	10	12	1.20
Q6c	10	12	1.20
Q7a	10	10	1.00
Q7b	10	10	1.00
Q8a	10	8	0.80
Q8b	10	8	0.80
Q8c	10	8	0.80
Q8d	10	8	0.80
Q8e	10	8	0.80
Q8f	10	8	0.80
Q9a	10	7	0.70
Q10a	10	6	0.60
Q11a	10	8	0.80
Q11b	10	8	0.80
Total Maximum Weighted Points Available			30.20
Total Maximum Quality Score expressed as out of 30%			30.00

Carbon Submission Weighting

Carbon Question Number	Maximum Points Available per Question	Weighting per question as %	Maximum Weighted Points Available
C1a	10	22	2.20
C1b	10	22	2.20
C1c	10	22	2.20
C1d	10	22	2.20
C1e	10	22	2.20
C2a	10	22	2.20
C3a	10	32	3.20
C3b	10	32	3.20
C3c	10	32	3.20
C4a	10	7	0.70
C5a	10	10	1.00
C5b	10	10	1.00
C5c	10	10	1.00
C5d	10	10	1.00
C6a	10	7	0.70
Total Weighted Scores			
Total Maximum Weighted Points Available			28.20
Total Maximum Carbon Score expressed as out of 20%			20.00

Social Value Weighting

Social Value Question Number	Maximum Points Available per Question	Weighting per question as %	Maximum Weighted Points Available
S1a	10	12	1.20
S2a	10	20	2.00
S3a	10	18	1.80
S4a	10	12	1.20
S5a	10	18	1.80
S6a	10	20	2.00
Total Weighted Scores			
Total Maximum Weighted Points Available			10.00
Total Social Value Score expressed as out of 10%			10.00

Wiltshire Council

Cabinet

11 October 2022

Subject: Remobilisation of City Hall

Cabinet Member: Cllr Richard Clewer – Leader of Wiltshire Council and Cabinet member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health and Wellbeing

Key Decision: Key

Executive Summary

1. Opened in 1961 as a thriving multi-purpose entertainment venue, City Hall is one of the largest venues between Bristol and Bournemouth and is a multi-functional venue, capable of hosting private events, large conferences and exhibitions, awards events, rock and pop concerts and large comedy events.
2. Following Government direction on 20 March 2020, City Hall was closed until further notice due to the COVID-19 pandemic. In October 2020 Cabinet confirmed that the venue would remain mothballed until it was both financially viable and safe to reopen.
3. Prior to closing, City Hall operated at a loss once building maintenance and utility costs were combined with operating costs and income. The Wiltshire Council staff team who previously operated the building were made redundant following consultation in late 2020/early 2021.
4. In December 2020, City Hall was licenced to the NHS to be used as a Vaccination Centre. The NHS have confirmed the venue will continue to be required as a vaccination centre until March 2023.
5. Wiltshire Council is now investigating the potential to remobilise the site as an arts, entertainment, community, and cultural venue after March 2023.
6. The council has applied to the Levelling Up Fund Round 2 seeking a substantial capital grant to deliver strategic improvements to Salisbury's Cultural offer. The bid includes improvement works to both City Hall and Salisbury Playhouse. If the bid is successful, the council and relevant partners will commit to contribute 'match' funding which will amount to over 10% of the grant award and would be subject to a capital funding bid.
7. The proposed upgrades to City Hall will include essential work that must be undertaken prior to the venue reopening, as well as additional works that will help improve user experience and make the venue more financially sustainable. It is therefore likely that improvements will make the venue more attractive to third party organisations.
8. If the LUF bid is successful, works would be scheduled to commence in October of 2023 and to complete in January 2025. The works would be

phased to minimise disruption to both the City Hall and neighbouring properties and businesses, although inevitably a project of the scale and ambition put forward to government would require time and effort to bring to completion and may need to be undertaken prior to appointing a third-party organisation to operate the venue.

9. If the LUF bid is unsuccessful, Strategic Asset and Facilities Management (SAFM) have indicated that there is essential work required in order to make the venue safe that would be need to be undertaken before any remobilisation.
10. It is estimated the essential work will take up to nine months to complete between April and December 2023. Again, this work may need to be undertaken prior to appointing a third-party organisation to operate the venue.

Proposal(s)

11. There are three options available to Wiltshire Council in order to remobilise City Hall:

Option	Description
1	Source a third-party organisation to operate City Hall as an entertainment venue on behalf of Wiltshire Council
2	Wiltshire Council to manage and operate City Hall internally, using same model as prior to the venues closure in 2020
3	Sell/Asset transfer venue to a suitable external organisation for use as an entertainment venue

12. A key element of the 2020 Cabinet paper was that remobilisation should be undertaken when it was 'financially viable' to do so. Option 1 is the most likely to provide long-term financial sustainability in order for the venue to thrive in a manner that the other options may not.
13. It is recommended that Option 1 be agreed, and Wiltshire Council seek to source an external organisation to operate the venue.
14. It is recommended that future decisions relating to the remobilisation of City Hall are delegated to the Corporate Director Place in consultation with the Leader of the Council.

Reason for Proposal(s)

Option 1 could:

- retain an arts, entertainment, community, and cultural venue in Salisbury.
- potentially reduce the financial burden on the council as a third-party organisation will be asked to take on the running costs and operating risk.
- potentially retain a level of control over venue programming to include a community element.

Terence Herbert

Wiltshire Council

Cabinet

11 October 2022

Subject: Remobilisation of City Hall

Cabinet Member: Cllr Richard Clewer – Leader of Wiltshire Council and Cabinet member for Climate Change, MCI, Economic Development, Heritage, Arts, Tourism and Health and Wellbeing

Key Decision: Key

Purpose of Report

15. To provide options and recommendations for the remobilisation of Salisbury City Hall as an arts, entertainment, and cultural venue.

Relevance to the Council's Business Plan

16. The remobilisation of City Hall supports the Business Plan's the aim of creating thriving economies and supporting our communities to become beautiful and exciting places to live. The venue will help to empower the people of Wiltshire to live full, healthy, and enriched lives by providing access to a programme of arts, entertainment, and culture.

Background

- 17.** Opened in 1961 as a thriving multi-purpose entertainment venue, City Hall is one of the largest venues between Bristol and Bournemouth and remains a multi-functional venue, capable of hosting private events, large conferences and exhibitions, awards events, rock and pop concerts and large comedy events.
- 18.** Following Government direction on 20 March 2020, City Hall was closed until further notice due to the COVID-19 pandemic. In October 2020 Cabinet confirmed that the venue would remain mothballed until it was both financially viable and safe to reopen.
- 19.** In December 2020, City Hall was licenced to the NHS to be used as Vaccination Centre. The NHS have confirmed the venue will continue to be required as a vaccination centre until March 2023.
- 20.** Wiltshire Council is now investigating the potential to remobilise the site as an arts, culture, and entertainment venue after March 2023.
- 21.** Prior to closing, City Hall operated at a loss once building maintenance and utility costs were combined with operating costs and income. The Wiltshire Council staff team who previously operated the building were made redundant following consultation in late 2020/early 2021.

Main Considerations for the Council

22. Following the nerve agent attack in 2018, Wiltshire Council has produced the [Salisbury Central Area Framework \(CAF\)](#) which is an overarching strategy to help shape the future of the city centre. As part of this work public consultation took place in 2019 and 2020. The consultation indicated that the third reason to come to the city was for entertainment and that the public 'strongly agree/agreed' for the development of 'space for culture, leisure and entertainment.
23. Salisbury's city centre is a vibrant and attractive place and is responding to recent economic challenges with an established partnership of supportive stakeholders and significant investment.
24. Salisbury was awarded £9M (£16M including match funding) of investment through the Future High Streets Fund, to deliver projects that will increase vibrancy, encourage return visits, increase footfall and expenditure. The works include enhancements to the Station and Fisherton Street as the Gateway to the City, drawing people into the city centre and encouraging them to dwell in the city. The works border City Hall and the Playhouse and will enhance the visitor journey.
25. Salisbury will also see £24M of investment through the River Park project, which will create a lasting legacy of riverside green space for the people of Salisbury and its visitors to enjoy. The scheme will connect and enhance the linear riverside route through the centre of Salisbury along the margins of the river Avon, while delivering essential flood risk mitigation. The scheme will protect existing and future residents and businesses, as well as attracting and drawing visitors into the city centre and providing an attractive route to our cultural spaces.
26. In addition, there has been investment by all partners into a competitive brand positioning for the city, with a new communications and marketing platform in Experience Salisbury. This is the result of more than £400,000 of investment to coordinate and enhance marketing activity for the city, with supporting activity to enhance a year-long programme of events to draw people to the city, including Fayre on the Square, the International Arts Festival, and Salisbury's twice weekly Charter Market. The resultant Strategic Place Plan notes that culture is "integral to the way we do things in Salisbury as part of the core fabric of the city"
27. Salisbury is a choice investment destination, as reflected by recent decisions by Primark (opening 2023), Everyman Cinema (planning permission granted in July 22), and over 20 new retail businesses that have opened this year.
28. City Hall has been listed as Asset of Community Value following a nomination by Salisbury City Council. An Asset of Community Value is defined as: "*A building or other land is an asset of community value if its main use has recently been or is presently used to further the social wellbeing or social interests of the local community and could do so in the future.*" Salisbury City Council are receiving key stakeholder communications in relation to City Hall and as such are regularly updated on any developments relating to the remobilisation of the venue.

29. The cost of the original building conversion was part paid for using £37,000 from the Victory Fund and raised by local contributions after the Second World War. The purpose of the contribution was to make the City Hall building a civic memorial hall and a plaque remains in City Hall that records it: *“As a lasting tribute to the citizens of Salisbury who served in the Second World War 1939-1945 ...”* The plaque is recorded in the Imperial War Museum register of war memorials but, it is not Salisbury’s listed war memorial which is in the Guildhall Square. However, there is public sensitivity surrounding the plaque and therefore it needs to be considered against all the options.
30. The council has applied to the Levelling Up Fund Round 2 seeking a substantial capital grant to deliver essential work and strategic improvements to Salisbury’s Cultural offer including the City Hall and Salisbury Playhouse. If the council’s bid is successful, the council and relevant partners will commit to contribute ‘match’ funding which amounts to over 10% of the grant award, this would be subject to a capital funding bid.
31. If the bid is successful, the proposed upgrades to City Hall will help improve user experience and make the venue more financially sustainable. It is therefore likely that improvements will make the venue more attractive to third party organisations.
32. Under this scenario, works would be scheduled to commence in October of 2023 and to complete in January 2025. The works would be phased to minimise disruption to both the City Hall and neighbouring properties and businesses, although inevitably a project of the scale and ambition put forward to government would require time and effort to bring to completion.
33. Government expects to make announcements regarding the outcome of bids to the Levelling Up Found Round 2 in the autumn of 2022.
34. If the bid is unsuccessful Strategic Asset and Facilities Management (SAFM) have indicated that essential work must be undertaken to make the venue safe before any remobilisation. However, a full Health and Safety evaluation should be carried out to identify all the work that must take place before any remobilisation.

Overview and Scrutiny Engagement

35. The Chairman and Vice Chairman of the Overview and Scrutiny committee to be given on 4 October 2022.

Safeguarding Implications

36. Regardless of the route to remobilisation Wiltshire Council’s policies and procedures on safeguarding children and vulnerable adults will be implemented with agreement with any third-party organisation or as a council venue.

Public Health Implications

37. A vibrant and exciting programme of events and activities at a remobilised City Hall will have a positive impact on people’s mental health and also the wider community as a whole. [BMC Public Health study](#) conclusion states:

“Arts engagement amongst the population as a whole may help enhance positive mental health and life satisfaction and protect against mental distress. These results are independent of a wide range of time-constant confounding factors.” The 2017 Arts Council England [Creative Health and Wellbeing study](#) states: *“Making and experiencing creativity and culture transforms people and communities’ quality of life.”*

- 38.** There are currently no formal COVID-19 restrictions in place for events, therefore advice is limited to signposting to general guidance. Therefore, Public Health haven’t reviewed the risk assessment’s but would suggest any event venues/organisers review the COVID-19 government guidance resources below:

[Living safely with respiratory infections, including COVID-19 - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

[Reducing the spread of respiratory infections, including COVID-19, in the workplace - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

[People with symptoms of a respiratory infection including COVID-19 - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

- 39.** Those planning future events will need to be mindful that if there was a resurgence of COVID-19, restrictions could be re-introduced in which case they would have to review their risk assessments at that time.
- 40.** Vaccination remains a key public health service, and is an important part of living safely with COVID-19 as well as other infectious diseases. Vaccination programmes are run by the NHS, therefore the longer-term requirement for large scale vaccination sites such as City Hall will require advice from NHS.

Procurement Implications

- 41.** There are two routes that could be utilised to secure a third-party organisation dependent upon the operating model post remobilisation.
- i. Procurement for a concession contract. Go to market with a concession which may or may not meet the threshold under the Concession Contracts Regulations 2016 (CCR).
 - ii. Long-term lease whereby the operator undertakes complete responsibility of the building including all associated costs of maintenance, day-to-day running costs and programming.
- 42.** Commercial details would need to be considered in more detail to determine which route would be more likely to result in securing a third-party organisation but, given the challenges facing the sector currently and the economic climate, the financial terms of the contract or lease would need to be attractive to potential operators to ensure a suitable operator can be secured.
- 43.** Award of a concession contract would see a concessionaire operate the venue under the vagaries of the market. In return for giving the market the opportunity, the council can determine the arrangements of the contract. This is usually in the form of rent and/or a percentage of the profits.

44. The procurement requirements and form of contract will depend upon the value of the concession. Should the contract value be below the current CCR level of £5,336,937 (inclusive of VAT), there is flexibility and Wiltshire Council would not need to undertake a full tender exercise under the auspices of the CCR. However, the council is lawfully required to undertake a full tender exercise where the value of the concession meets or exceeds this threshold.
45. Under the lease option the council can retain the building but give responsibility of the venue to the third-party organisation. The lease would cover responsibility for repairs, maintenance and remobilisation costs and could also detail additional operational requirements, which would enable the council to retain some control over the buildings use and future programming for example stipulating some percentage of community use. The length of the lease will reflect the responsibilities. Other local authorities undertaking such arrangements have issued leases of 25 years.
46. It is estimated that the process to source and secure a third-party organisation could take between nine months and a year to complete.

Equalities Impact of the Proposal

47. There are no direct equalities impact arising from the proposal.

Environmental and Climate Change Considerations

48. Any tender or lease negotiations will include criteria and contract terms and conditions that support the aims of the Council's [Climate Strategy](#) to ensure that it is appropriately considered for both the building and other areas such as green travel plan for the venue, paperless ticketing, encouraging carbon offset for touring productions and potential installation of renewable electricity and heat etc.

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

49. There is likely to be reputational damage to the Council in the event that the venue is not remobilised as an arts, entertainment and cultural venue and a public outcry is likely to ensue.

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

50. The cultural sector is still recovering from the pandemic and potentially a venue of this type is not sustainable at this time.

Recent queries regarding booking City Hall indicate that the sector is now actively seeking opportunities to return. The burden of risk would sit with third-party operator. A recent Audience Agency [report](#) indicates there is an increase in the willingness to attend events, however the cost of living crisis is emerging as a barrier to engagement. Wiltshire Creative report that sales are down by 30% on pre pandemic levels.

51. The current economic climate prohibits third party organisations from submitting a bid and securing a vendor to take over the venue.

The SMT has indicated that there are 2 potentially 3 organisations who would be interested at this point. A formal tender process might also be more appealing to organisations who choose not to take part in the SMT, because it indicates a firmer commitment on the part of the council to engage with the market to secure a suitable operator for the venue. If the Levelling Up bid is successful, the capital improvements will make the venue more appealing to third-party organisations and provide a better platform for income generation. It should be ensured that any terms of contract are commercially attractive to third party operators.

- 52.** Reputational damage to the Council caused by public comment of the timescale of the project given it is likely to be January 2024 until the venue is fully remobilised.

The council and its partners will seek to minimise the time and extent of disruption the works would cause to both the entertainment services provided by the venues themselves, and the impacts to neighbouring businesses and Salisbury residents. A full communications plan to keep both the public and businesses informed and updated on progress would be developed, and all avenues to mitigate disruptive impacts fully explored.

Financial Implications

- 53.** The Facilities Management Operational Estate Capital budget for 2023/24 which is used to cover planned maintenance on Council buildings is already overcommitted for 2023/24, Therefore this would be an additional Capital budget request of £0.350m. The revenue cost of borrowing of this is circa £0.035m. If approved this pressure would need to be captured as part of the 2023/24 Budget Setting process.

Legal Implications

- 54.** Legal advice has been sought regarding the options and will continue to be sought throughout the remobilisation process in respect of the process to be undertaken, any tender process and the contractual, lease and occupational agreements (as required). The proposed arrangements will ensure that the Council meets its legal obligations throughout the process.

- 55.** Section 123 of the Local Government Act 1972 (“the LGA 1972”) imposes a general restriction on disposals by local authorities which means that Wiltshire Council cannot dispose of its land for a consideration less than the best that can be reasonably obtained in the market, except with the express consent of the Secretary of State. Disposals by way of short-term tenancies are not caught by this restriction. An open marketing exercise will ensure that the best price properly payable will be received thus satisfying the requirements of Section 123 LGA 1972.

The power of the Secretary of State to give a general consent for the purpose of land disposals by local authorities is set out in section 128 (1) of the LGA 1972. Specific consent is not required for the disposal of any interest in land at less than best consideration where the authority considers that the disposal will help it to secure the promotion or improvement of the economic, social or environmental wellbeing of its area. However, disposal at less than best

consideration is always subject to the condition that the undervalue does not exceed £2 million.

56. As the site is listed as an Asset of Community Value, the grant of a lease of 25 years or more to an operator would trigger the need to follow the process as set out in the Localism Act 2011 before any such lease can be granted.

Workforce Implications

57. Option 2 would require the recruitment of a new staff team. This process would cost approximately £500 per month with advertising and social media ads. The length of the recruitment campaign would need to be determined. The estimated time to hire would be between 8 to 12 weeks.
58. Prior to any recruitment consideration would need to be given to a structure that was fit for purpose. The previous structure could be replicated (Appendix 1), or a new streamlined structure developed. Prior to the venue closing, the annual staff costs were £428,954.53 but this does not include subsequent pay increases (1.75% for 2021/22).
59. A recruitment process may have the potential of causing the council reputational damage given the relatively recent staff redundancies in 2020. However, there are no legal TUPE implications therefore there would be nothing to prevent a former staff member from applying for a position in a reopened venue.

Options Considered

60. There are three options available to Wiltshire Council in consideration to the future of City Hall. These are detailed below:

Option	Description
1	Source a third-party organisation to operate City Hall as an entertainment venue on behalf of Wiltshire Council
2	Wiltshire Council to manage and operate City Hall internally, using the same model as prior to the venues closure in 2020
3	Sell/Asset transfer venue to a suitable external organisation for use as an entertainment venue

61. **Option 1: Source a third-party organisation to operate City Hall as an entertainment venue on behalf of Wiltshire Council**
62. The council can either seek to lease out the building for the long-term, with the third-party organisation taking on the full responsibility for the building or via a shorter-term concession contract where a third-party organisation will only be responsible for the day-to-day management and programming for the venue while Wiltshire Council remains responsible for the maintenance of the building.
63. The method of securing a third-party organisation can be undertaken either via a procurement process or the council can engage a chartered surveyor with expertise in this field to source a suitable vendor.
64. The process and details of any contract or lease are to be determined once the route to remobilisation has been confirmed.

65. This option could enable Wiltshire Council to retain an art and entertainment offer in Salisbury but, depending upon the contractual mechanism, could also reduce the associated risk of operating such a venue, especially in the current challenging climate.
- 66. Option 2: Wiltshire Council to manage and operate City Hall internally, using the same model as prior to the venues closure in 2020**
67. This option would enable the remobilisation of City Hall as an arts, entertainment, community, and cultural venue but would expose Wiltshire Council to increased costs and financial risk.
68. Appendix 4 indicates the profit and loss accounts for 2019-2020 the last full year of trading pre-pandemic.
69. Should the facility be managed internally, Wiltshire Council would be responsible for all remobilisation costs, as well as costs associated with ticketing software, website, restocking the bar etc.
70. ICT have indicated that all previous existing contracts were all terminated in May 2021. Therefore, new IT infrastructure would need to be implemented. Prior to the pandemic it had been determined that the City Hall server was not fit for purpose and there were plans to move to a hosted offering. Plans had also been developed prior to the pandemic to implement a new ticketing system using the ProVenue software and website. This cost at that time was estimated to be an initial payment of approximately £17,000 in addition to annual licence payments the amount of which would be confirmed on procuring the system. These costs would need to be revised and are likely to have increased subsequently.
71. A new staff team would need to be recruited. This process would cost approximately £500 per month with advertising and social media ads. The length of the recruitment campaign would need to be determined. The estimated time to hire would be between 8 to 12 weeks. Prior to any recruitment consideration would need to be given to a structure that was fit for purpose. The previous structure could be replicated (Appendix 1), or a new streamlined structure developed. Prior to the venue closing, the annual staff costs were circa £428,000 but this does not include subsequent pay increases (1.75% for 2021/22).
72. Operating City Hall using an internal management model would enable Wiltshire Council to have full control and flexibility over the building and associated programming.
- 73. Option 3: Sell/Asset transfer venue to a suitable external organisation for use as an entertainment venue**
74. This option could potentially enable Wiltshire Council to generate capital receipts and would not expose the council to any financial risk. However, this approach would leave the council with the least control over the future use of the building, and it may also prove challenging to find a suitable organisation to take ownership of City Hall.
75. The option also has the potential to cause significant reputational damage should the owner of the building fail in the future. Other sensitivities include the war memorial plaque. The option to asset transfer or sell City Hall in the future could be explored if/once a positive relationship can be developed with a third-party operator as part of option 1. Wiltshire Council would need to

seek external advice on the current market value of the venue as an entertainment venue.

76. The Council would have to follow the process for disposal of an Asset of Community Value as set out in the Localism Act 2011, through stating its intent to dispose to the Local Authority. That leads to an initial 6-week moratorium period and should an expression of interest be submitted extended to 6 months.

Conclusions

77. A key element of the 2020 Cabinet paper was that remobilisation should be undertaken when it was 'financially viable' to do so. Option 1 is likely to provide long-term financial sustainability in order for the venue to thrive in a manner that the other options will not.
78. It is recommended that Option 1 be agreed, and Wiltshire Council seek to source an external organisation to operate the venue.
79. It is recommended that future decisions relating to the remobilisation of City Hall are delegated to the Corporate Director Place in consultation with the Leader of the Council.

Reason for recommendation

Option 1 could:

- retain an arts, entertainment, community, and cultural venue in Salisbury.
- potentially reduce the financial burden on the council as a third-party organisation will be asked to take on the running costs and operating risk.
- potentially retain a level of control over venue programming to include a community element.

Parvis Khansari (Corporate Director - Place)

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Date of report: 31 August 2022

Appendices

Appendix 1: Pre-pandemic City Hall staff structure (in confidence)

Background Papers

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

Salisbury Central Area Framework

BMC Public Health – Arts, mental distress, mental health functioning and life satisfaction: fixed-effects analyses of a nationally-representative panel study

All Party Parliament Group on Arts, Health and Wellbeing Inquiry Report –
Creative Health: The Arts for Health and Wellbeing.

Wiltshire Climate Strategy 2022-2027

The Audience Agency - Initial findings from the April 2022 wave of our Cultural Participation Monitor look at how attitudes towards audience safety, home working, local attendance, and the impact of the cost-of-living crisis are shifting as the pandemic moves into its latest phase.

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