

# AGENDA

**Meeting:** Cabinet

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

**Date:** Tuesday 2 May 2023

**Time:** 10.00 am

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## Membership:

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

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## **Public Participation**

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

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

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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**

To receive any apologies for absence.

### 2 **Minutes of the Previous Meeting** (Pages 5 - 14)

To confirm as a true and correct record and sign the minutes of the Cabinet meeting held on 28 March 2023.

### 3 **Declarations of Interest**

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

### 4 **Leader's Announcements**

To receive any announcements from the Leader of the Council.

### 5 **Public Participation and Questions from Councillors**

The Council welcomes contributions from members of the public.

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

Written notice of questions or statements should be submitted to Democratic Services [committee@wiltshire.gov.uk](mailto:committee@wiltshire.gov.uk) by 12.00 noon on 26 April 2023. Anyone wishing to ask a question or make a statement should contact the officer named above.

### 6 **Q4 Performance and Risk** (Pages 15 - 42)

Report of the Chief Executive


### 7 **Update on Council's response to the climate emergency** (Pages 43 - 86)

Report of the Chief Executive

### 8 **Proposal to retain and invest in Silverwood School Chippenham and Trowbridge campuses (post consultation)** (Pages 87 - 130)

 Report of the Chief Executive

### 9 **Wiltshire Design Guide -draft for public consultation** (Pages 131 - 244)

 Report of the Chief Executive

10 **Procurement of Cleaning Contracts** (Pages 245 - 252)

🔑 Report of the Chief Executive

11 **PHNS Future Delivery Model** (Pages 253 - 262)

🔑 Report of the Chief Executive

12 **Urgent Items**

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

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 Number 14 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).*

**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*

14 **PHNS Future Delivery Model** (Pages 263 - 332)

🔑 Report of the Chief Executive

## Cabinet

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### **MINUTES OF THE CABINET MEETING HELD ON 28 MARCH 2023 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.**

#### **Present:**

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

#### **Also Present:**

Cllr Gavin Grant, Cllr Tony Jackson, Cllr Gordon King, Cllr Dr Brian Mathew, Cllr Dominic Muns, Cllr Bill Parks, Cllr Tamara Reay, Cllr Ian Thorn and Cllr Graham Wright

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#### 17 **Apologies**

There were no apologies for absence.

#### 18 **Minutes of the Previous Meeting**

The minutes of the meeting held on 31 January 2023 was presented.

#### **Resolved:**

**To approve as a correct record and sign the minutes of the meeting held on 31 January 2023.**

#### 19 **Declarations of Interest**

There were no declarations of disclosable interests or dispensations granted by the Standards Committee.

#### 20 **Leader's Announcements**

The Leader announced that due to some date changes within the respective report, Item 8 (Procurement of Cleaning Contracts) would be deferred and brought to the Cabinet meeting on 2 May 2023. This was to ensure that officers and Cabinet Members would have a clear understanding of the implications of the date changes.

#### 21 **Public Participation and Questions from Councillors**

General questions were submitted from the following members of public:

- Lucie Castleman – Trowbridge Local Plan

· Dr Jimmy Walker - Transport

Cllr Clewer, Leader of the Council and Cabinet Member for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing explained that the questions had received written responses which were published on the Council's website prior to the meeting in agenda supplement 2, which can be accessed [here](#).

The Leader also referred to questions which had been submitted by Margaret Willmot but had not been included within agenda supplement 2. The responses to these questions would be attached to the minutes.

## 22 **LGA Corporate Peer Challenge - Action Plan**

Cllr Clewer, Leader of the Council and Cabinet Member for MCI, Economic Development, Heritage, Arts, Tourism and Health & Wellbeing, presented a report detailing a draft Action Plan that had been developed reflecting the feedback and recommendations following Full Council's receipt of the final report from the highly successful Corporate Peer Challenge in November 2022.

The Leader noted that a lot of the elements included within the Action Plan had been expected and that there was now the task of assessing the proposals to suggest solutions and ways forward, an example of the Local Plan was cited and making sure that this addressed the needs of Wiltshire holistically. Place Boards were also referenced as working well within Salisbury, Chippenham, and Melksham. The Leader stated that a challenging recommendation would be for Wiltshire Council to speak positively about itself on a national level, with the Leader having already spoken last week at the UK100. It was suggested that other areas highlighted within the recommendations might take more time, with the Council waiting for up-to-date evidence from the latest Census to address local deprivation through the work of Area Boards. The Leader stated that much of the work was already in process and would be presented to the LGA in 12 months' time during a follow up visit to see how progress was being made.

Cllr Nick Botterill stated that he was a big supporter of the content of the Peer Challenge and that there was the potential for further value to be added through the Action Plan and that the recommendations needed to be built into the Council's plans.

Cllr Graham Wright, Chair of Overview and Scrutiny Management Committee noted that the Leader had attended the most recent Committee meeting and had articulated the Action Plan well. The only issue identified by the Committee was that it should be in plainer English to enable more people to understand it. Additionally, Cllr Wright acknowledged the positive feedback attributed to Overview and Scrutiny.

Cllr Ian Thorn congratulated those involved with the Peer Challenge. Cllr Thorn referred to the Local Plan, which the panel had seen as a significant and a pivotal vehicle for the Council's visions for delivery, with clarity sought on how this would happen in practice with there being legal constraints. Another area

identified by Cllr Thorn was whether Area Boards could have a transformation opportunity in relation to partnerships and providing a central role for key partners to deliver outcomes.

In relation to Area Boards, the Leader noted that all large unitary Councils had been created at the same time and therefore none had had the chance to refresh this area. Additionally, that each Area Board varies and should be given its own ability to progress with each area having different issues.

Cllr Nick Botterill, stated regarding local planning, that policies were the tools that could be used to embed a strategy and that not much could be done on site selection, but a lot of work could take place on policy development. Additionally, Cllr Clewer stated that Members would be involved as soon as possible in relation to policies, however site selection would have to be handled through a formal consultation process.

Cllr Ian Thorn questioned whether the document could be used strategically to help deliver health infrastructure, with it noted that one of the biggest challenges in development is the lack of dentists and healthcare. Cllr Thorn suggested that the Local Plan could be a pivotal strategic document in addressing health inequalities that come with major developments. Additionally, regarding Area Boards, Cllr Thorn noted that Cornwall Council had a dynamic that allowed partners to be indicative voting members.

The Leader responded that there was a new body responsible for Doctors, the Integrated Care System (ICS) and that this body would also be taking on dentistry and pharmacies. The Leader suggested that the correct strategy to use would be the Integrated Care Strategy, however this would take time to evolve and would be a key tool to collectively shape health inequality due to the number of partners and organisations involved.

At the conclusion of discussion, it was,

**Resolved:**

- **Approve the draft action plan.**
- **Agree to a follow up visit in Autumn 2023 to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified.**

*Reason for decision:*

*Corporate Peer Challenges (CPCs) are a form of sector-led improvement arranged by the Local Government Association (LGA).*

*Responding to their feedback, via an action plan and agreeing to host a follow up visit to further reflect on learnings and actions, is the agreed approach undertaken by all councils.*

## 23 **Retender of Good Lives Alliance Framework**

Cllr Jane Davies, Cabinet Member for Adult Social Care, Special Educational Needs and Disability (SEND) and Inclusion presented a report providing an outline of the services commissioned by Wiltshire Council, how this offer would be developed and a proposed procurement route to achieve this, with the aim of supporting and stabilising the market.

Cllr Davies outlined that Cabinet was asked to approve the approach to recommissioning Wiltshire's Framework for purchasing which currently included residential and nursing care, transitional step up/step down services supported living services as live services, to approve the proposed procurement approach to achieve this. Additionally, it was stated that Wiltshire Council had the option to include other spot purchased services within the new framework e.g., unregulated outreach support, extra care, Individual Service Funds, respite and short breaks, parent enabling, day and evening opportunities.

Cllr Davies also stated that the Framework would be in place for up to 3 years with an option to extend for 2 years and would enable providers to join at any time (as long as specific criteria are met).

Cllr Laura Mayes questioned how easy it would be to add services to the Framework if they were wanted by individuals and weren't currently offered, to which Cllr Davies stated that the Framework was open and flexible so that providers could be added.

Cllr Laura Mayes referred to the Supporting Young People on their Journey to Adulthood Report 2022, which had been written by the Wiltshire Centre for Independent Living (WCIL) with emphasis placed on individuals being able to make their own choices. This was supported by Cllr Davies who noted that coproduction had been at the heart of the Framework paper.

Cllr Caroline Thomas questioned where there was a mechanism in place for feedback to be provided and then available to others who might be making decisions about services. It was clarified by Andy Brown (Section 151 Officer) that the Council looks to include feedback on any contracts and that this would be included as part of the overall contract monitoring process. Additionally, Cllr Davies noted that stakeholder feedback was encouraged through an internal feedback system.

Cllr Gordon King, Vice-Chair of Health Select Committee noted that the Committee had received a comprehensive briefing on the Good Lives Alliance and that this was a good and comprehensive assessment of the Alliance programme and Framework. Cllr King noted that there were aspects of the report that the Health Select Committee liked, including but not limited to, the quality assurance framework, the annual review of packages and the allocation of commissioners and personalisation of care. The Committee was unanimously satisfied that the Framework could be supported.



Cllr Dr Brian Mathew stated that the Framework reminded him of the motion moved in 2018 to scale up the Shared Lives initiative, which was a programme to help give clients a better life in terms of living as well as helping carers by providing income. Cllr Mathew updated that he had had the opportunity to meet with the Shared Lives team at their Christmas gathering and that it would be positive to raise the profile of the Shared Lives initiative as it would be of benefit to many residents of Wiltshire. Cllr Davies responded that the Council is actively recruiting for providers and is constantly trying to promote the service, which now has a new offer including support from hospital.

At the conclusion of discussion, it was,

**Resolved:**

- **That the approval of a new price model is delegated to the Corporate Director for Resources in consultation with the Cabinet Member for Adult Social Care, SEND and Inclusion.**
- **Procurement and award of a new framework from 4 September 2023.**
- **That the decision to award contracts against the framework is delegated to the Corporate Director for Resources in consultation with the Cabinet Member for Adult Social Care, SEND and Inclusion.**

*Reason for decision:*

*The purpose of this paper is to provide an update to Cabinet on the Wiltshire Council procurement process for Whole Life Commissioning services and sets out the approach to be taken.*

*Procuring an open framework under the light touch regime will ensure that all providers are vetted and evaluated to ensure they adhere to legal and quality standards and financial parameters. Successful providers will join the open framework, which will be clearly publicised to customers, carers, and practitioners. People assessed under the Care Act as requiring care and support services will then be placed with the most appropriate service, using a combination of customer choice, geography, availability, etc – with the most cost-effective option that meets need.*

24 **Procurement of Cleaning Contracts**

As announced earlier in the meeting by the Leader, this item would not be discussed and would be brought to the Cabinet meeting on 2 May 2023.

25 **Market Sustainability Plan**

Cllr Jane Davies Cabinet Member for Adult Social Care, SEND, Transition and Inclusion presented a report providing an overview of the Council's Market Sustainability Plan (MSP) for the 18+ domiciliary care and 65+ care home

market which forms part of the local authorities' conditions for receiving the Market Sustainability and Fair Cost of Grant.

Cllr Gordon King, Vice-Chair of Health Select Committee confirmed the paper had been considered by the Committee on 28 February 2023. Cllr King stated that the paper was largely formulaic, however it was an area that needed funding with a need to ensure that the market was as sustainable as possible. It was stated that the Health Select Committee welcomed the Market Sustainability Plan.

Cllr Richard Clewer agreed that the paper was entirely formulaic and that it would be interesting to look back on in a year's time.

Cllr Ian Thorn stated that this was a systemic problem across the entire country and that a way to resolve such an issue might be on a national level rather than local authorities receiving small grants. Cllr Thorn suggested that a potential way of resolving the issue might be to increase the pay for workers to attract more people into the market or to look to create more competition through providing more suppliers.

Cllr Clewer noted that the market is divided into three areas nationally, which were each dealing with problems differently, with rural areas south of Birmingham in a difficult position regarding care, metropolitan areas which had problems relating to housing and then the north, which was coping comparatively better. Cllr Clewer stated that there would be a risk if areas were to start competing and that the Economic Strategy was coming soon which would highlight critical areas.

Cllr Davies agreed that Wiltshire would always face challenges due to being a rural county and that it would be difficult to find care workers and manage care due to the mileage between locations.

At the conclusion of discussion, it was,

**Resolved:**

**Cabinet noted the contents of the Wiltshire Council Market Sustainability Plan and approves the proposed areas of spend for the funding allocated.**

*Reason for decision:*

*The Market Sustainability Plan is required as part of the DHSC requirements for funding.*

26 **Household Support Fund 2023-2024**

Cllr Ian Blair-Pilling, Cabinet Member for Public Health, Leisure, Libraries, Facilities Management, and Operational Assets presented a report that outlined that Wiltshire Council had been allocated £5,457,313 from the Department for Work and Pensions (DWP). The Fund was being provided to support

households, who would otherwise struggle to buy food or pay essential utility bills or meet other essential living costs to help them with significantly rising living costs for the financial year 2023-24. Cllr Blair-Pilling outlined that previous Household Improvement Funds had been allocated and distributed over separate 6-month periods since 2021. The greatest allocations in the previous fund rounds had focused on the provision of free school meals during school holidays and to low-income households where the resident/s were over 65 years. Cllr Blair-Pilling outlined the types of support that could be provided through the fund as well as how the Support Fund could be delivered.

The Leader stated that having been through earlier iterations of this process, the Council now understood how the Support Fund worked and had since produced a better system with a better programme to use the resources available and act flexibly.

Cllr Laura Mayes questioned how people would receive the support, to which it was clarified by Cllr Blair-Pilling that Wiltshire Council had been given an open option to how such support would be provided, with an awareness that different ways work for different people. Examples were cited such as providing cash, vouchers, bank transfers or items such as slow cookers.

Cllr Mayes also sought clarity on how the Council would identify those that would need the support, to which Cllr Blair-Pilling noted that an application-based system would be provided. Additionally, Kate Blackburn, Director Public Health, noted that data sources across the Council would be used to identify people, with a group set to come together to look at the data.

Cllr Ian Thorn referred to paragraph 17 of the report, which stated it would be mandatory for “Authorities to reference that the grant is funded by the Department for Work and Pensions or the UK Government” and suggested that this was inappropriate. In response to this point, Cllr Blair-Pilling suggested it would be equally inappropriate to suggest that the money had been provided in whole by Wiltshire Council.

Cllr Thorn raised an additional point in relation to accessibility and referred to residents who might struggle to engage through smart phones and the internet, with it stated that he was pleased that lessons had been learnt in attempting to reach these people who might not be online.

Cllr Thorn questioned how support would be provided to people whose principal communication would be telephone, to which Kate Blackburn noted that work would be conducted to identify people who were not currently supported, and that information would not just be provided on a website, with a multi-directorate group set to oversee the planning and delivery of the support.

A further point was raised by Cllr Thorn as to collectively what percentage of the audience has engaged and whether the Council has a sense of who the audience is, to which Cllr Blair-Pilling noted that it’s difficult to know of everyone as the world is a changing place and that there are many strands of work to the Council, serving different functions in different communities.

Cllr Thorn suggested that the fund would be a perfect opportunity for the 98 Members of the Council to amplify the project, to which the Leader suggested that Members proceed carefully, with it stated that often the Council does receive soft intelligence of proud residents however it doesn't make it any easier for them to accept the help offered.

Cllr Gavin Grant stated that he welcomed the Support Fund and posed questions how information could be fed into the system and better understand the voluntary and charity sector, with a lot of new informal groups having come together to work with existing ones to support communities during Covid and through the Warm Spaces Initiative. Cllr Grant also noted that there would be organisations currently providing funding through their own means which would partly overlap with the offer of the Support Fund. Cllr Blair-Pilling stated that though such queries could not be answered in detail, a plan must be provided by the deadline of 17 May, which could include the consideration of such charities.

Regarding charity and voluntary organisations, the Leader stressed that duplication was a severe risk that should be avoided and that work together should aim to provide different elements of support.

At the conclusion of discussion, it was,

**Resolved:**

**That the Cabinet:**

- 1. Noted the content of this report.**
- 2. Delegate the payment criteria of the grant to the Corporate Director of Resources and Deputy Chief Executive (S151 Officer), Corporate Director for People and Director of Public Health in consultation with the Cabinet Member for Public Health, Leisure, Libraries, Facilities Management, and Operational Assets.**

*Reason for decision:*

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

27 **Urgent Items**

There were no urgent items.

28 **Exclusion of the Press and Public**

It was,

**Resolved:**

**It was agreed that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Number 17 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).*

29 **Environment Act 2021**

Cllr Nick Holder, Cabinet Member for Environment and Climate Change presented a report which updated Cabinet on the latest information received from the Department for Environment, Food and Rural Affairs (Defra) on the timing of mandatory separate weekly collections of food waste, the implications on the council's current waste contracts and options for Transitional Arrangements.

At the conclusion of discussion, it was,

**Resolved:**

**That Cabinet approved the recommendations set out in the Part II report.**

*Reason for Decision:*

*To allow Wiltshire Council to comply with new statutory requirements arising from the Environment Act 2021, and to implement new mandatory separate weekly collections of food waste at the earliest opportunity, whilst balancing all reasonable legislative, contractual, financial, environmental, technical, and operational considerations.*

(Duration of meeting: 10.00am - 11.35am)

The Officer who has produced these minutes is Ben Fielding of Democratic Services, direct line 01225 718221, e-mail [benjamin.fielding@wiltshire.gov.uk](mailto:benjamin.fielding@wiltshire.gov.uk)

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**Wiltshire Council**

**Cabinet**

**02 May 2023**

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**Subject:** Corporate Performance and Risk Monitoring Report: Q4 2022/23

**Cabinet member:** Cllr Richard Clewer, Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing

**Key Decision:** Non Key

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### **Executive Summary**

This report provides a quarter four update on performance against the stated missions in the Council's Business Plan 2022-32, including new measures that have been agreed. The Strategic Risk Summary is also included.

### **Proposals**

Cabinet are asked to note and agree:

1. The updates and outturns against the measures and activities mapped against the Council's priorities.
2. The Strategic Risk Summary.

### **Reason for Proposal**

To provide Cabinet with a quarterly update on the current corporate 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.

New measures and details of those being developed are also included, both within the Scorecard and in the report commentary.

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

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

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**Terence Herbert**  
**Chief Executive**

**2 May 2023**

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**Subject: Corporate Performance and Risk Monitoring Report: Q4 2022/23**

**Cabinet member: Councillor Richard Clewer, Leader of the Council and Cabinet Member for Economic Development, Military-Civilian Integration, Heritage, Arts, Tourism, Health and Wellbeing**

**Key Decision: Non Key**

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### **Purpose of Report**

1. This report provides an update on the progress against the stated missions in the Council's Business Plan.
2. To note: it provides measures of performance using data available at the end of Q4 and risks as they are at the time of the report's production; risks are not presented on a quarterly reporting cycle.
3. The Q4 2022/23 Corporate Scorecard is attached to the report as **Appendix 1**.
4. The Strategic Risk Summary is attached as **Appendix 2**.

### **Relevance to the Council's Business Plan**

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

### **Background**

6. Prior to the Business Plan's ratification at Full Council, Directors and Cabinet Members agreed a corporate performance framework that identified the measures that would initially be used to track progress against the 10 missions identified.
7. This framework was reviewed in January 2023, resulting in new measures being added and additional measures being reviewed, developed and improved.
8. As before, these measures fall into three categories:
  - i) Main indicators – the key metric for that particular mission.
  - ii) Supporting indicator(s) – a metric that helps add weight or explanation to the main indicator.



- iii) Basket indicators – where it was impossible to identify one or two main indicators, measures were grouped together to be able to report on elements of each mission.
9. The resulting Scorecard includes each main measure alongside the most relevant supporting and basket indicators.
  10. Measures and targets on the Scorecard are owned and reported by the service to which they relate, and they continue to be iteratively challenged and improved at Performance Outcome Boards and Groups. This ensures they are most representative of performance against a mission and allows for advanced scrutiny.

### **Corporate Scorecard Review – January-March 2023**

11. With corporate performance reporting at a Cabinet-level now embedded across services and iterative targets in place, Cabinet and Officers undertook workshops in January 2023 to review the Scorecard.
12. These workshops set out to challenge progress against and assess the viability of existing measures.
13. As a result of this, it was agreed to develop additional measures for inclusion at the next quarterly return. These are detailed below.
14. Since the workshops, new measures have been continually reviewed and refined by officers, Performance Outcome Boards and Senior Managers to ensure that new measures are useful and informative indicators of performance.
15. For a number of measures targets are still under review by Performance Outcome Boards and will either be set in advance of the next return or when sufficient data is available to enable meaningful annual comparisons.
16. For consistency, prevention of volatility and ease of reading, wherever possible measures are now reported as rolling averages over the previous 12 months or rolling 12-month cumulative totals.
17. Although there is a move towards rolling 12-month figures, for some measures it has not yet been possible to obtain the underlying data required to calculate these values in a statistically robust way. Reported figures for these measures will therefore be updated for future Scorecards.
18. A number of measures are presented as a snapshot taken at the time of the report, providing an indication of the current state of the measure that is more meaningful than historic averages. Where this is the case it is indicated on the Scorecard.
19. Accessibility standards have been improved, providing clearer contrast and differentiation between colours, in line with government digital accessibility regulations for public sector bodies. This includes changing the red/green combination for the traditional RAG ratings.

*We get the best start in life*

20. The updated Scorecard contains a change in how the educational attainment gap is calculated, now comparing pupils in receipt of the pupil premium with their non-disadvantaged peers, not with all pupils. This aligns with the methodology used by central government and allows for better comparisons with targets. As a result, the size of the reported gap has increased from that reported previously.
21. In addition to reporting on the educational attainment gap, the Scorecard now also reports on overall educational outcomes at Key Stage 4 for all pupils, as well as those specific to SEND (Special Educational Needs and Disabilities) pupils with an EHCP (Education, Health and Care Plans), focused on the percentage of pupils achieving grade 5+ in both English and maths.
22. The percentage of EHCPs completed within the statutory 20 weeks has been added to the Scorecard as an indicator of performance, alongside the total number of EHCPs received as an indication of demand on the service. Note that due to different reporting periods the Scorecard figures may differ from statutory returns.
23. The percentage of early years settings and schools, including primary, secondary and specialist schools, rated good or outstanding by Ofsted has been added to the Scorecard. These data will be presented as current snapshots.

*We stay active*

24. To complement existing measures focused on physical activity, a supporting measure on use of Council-run leisure centres has been added. Targets will be based on year-on-year increases in visitor numbers and will be set once a full-year's comparator data is available from the leisure centres where management has recently been brought in-house.
25. A new measure on visits to public libraries has been added, which provides the best representation of access to the majority of library services, including physical book lending, computer access, use of space and attendance at events. Whilst online access to eLending and online resources is an important aspect of service provision, for which performance data is being scoped, this measure focuses on the physical activity associated with an in-person visit to a library.
26. A future new measure will focus on the number of hectares of new woodland planting that is publicly accessible. This tree planting provides opportunities for volunteer community groups to benefit from direct contact with nature and promotes both physical activity and good mental health associated with group activities. Additional indirect benefits relate to the creation of additional habitats to enhance biodiversity. Data will be provided once available.

27. The existing measure focused on referrals into the reablement service has been revised to focus on outcomes rather than volume. The measure is now the percentage of patients aged 65 and over who remain in their own home 91 days after their home care through the reablement service first started.

*We are safe*

28. The existing measures focused on repeat referrals to Children's Services and the percentage of S42 outcomes met have both been retained.
29. To these a number of new measures have been added focused on safety within the county.
30. The percentage of children in care fostered within Local Authority provision has been added and further work in this area is underway, working closely with Performance Outcome Boards, to ensure updates include additional measures on adult care.
31. The total number of adult social care providers currently rated inadequate in CQC inspections has been added. This provides a current snapshot indicating pressure on capacity for new placements, including from the Reablement service, and the support required from Wiltshire Council to develop and implement improvement plans.
32. The number of working-aged adults, per 100,000 of the population, in residential care has also been added. This focuses on the long-term support needs of younger adults aged 18-64 met by admission to residential and nursing care homes.
33. Three new measures focused on road safety have been added. Firstly, the percentage of reported P1 potholes that are repaired within 24 hours has been added. We note that as this is a measure of performance based on responding to reports, it does not include 'Find & Fix' repairs. For information we have included the number of potholes reported per quarter as an indicator of pressure on the service, noting a 400% increase during January compared to December.
34. We have also added the percentage of roads scheduled for treatment that have been resurfaced. This performance measure is based on the 12-month plan rather than the 5 year plan. For information, we have also provided the number of miles of road resurfaced.
35. An additional road safety measure is the percentage of cars found speeding by the Community Speedwatch Teams. This outcome-based measure was chosen over the number of checks conducted by Community Speedwatch Teams or Speed Enforcement Officers, both of which are impacted by the season and weather. Wiltshire Police have noted that the impact of these checks is difficult to quantify as new drivers and transient drivers from outside the area are continually entering the county's road network.

36. The percentage of reported antisocial behaviour cases resolved within 60 days has been added, to monitor performance in this area with an aim of resolving cases they escalate to requiring Antisocial Behaviour Risk Assessment Conferences (ASBRACs) or Public Spaces Protection Orders (PSPOs). Historic data is unfortunately not available for this recently transferred service, so trends will be determined for future Scorecards.

*We live well together*

37. We will continue to monitor the percentage of looked-after children placed more than 20 miles from home, and the proportion of care-experienced young people in suitable accommodation.
38. A new measure has been added, focused on the uptake of invited NHS health-checks by Council-commissioned primary care providers. This service was paused during the pandemic, so the target reflects primary care providers working through the backlog to return to pre-Covid levels of uptake.
39. The proportion those seeking smoking cessation support from their GP who are successfully smoke free four weeks after their quit date has also been added to the Scorecard. We note that Wiltshire Council also provides a smoking cessation service via the Health Improvement Coaches. This service is better placed to target specific demographics where smoking prevalence has traditionally been higher: routine and manual workers (which have shown a recent downward trend) and adults with long-term mental health conditions (where rates are increasing). However, we note that currently the data from GPs is more extensive, and so for the time being the Scorecard will utilise this dataset.

*We ensure decisions are evidence-based*

40. Voter turnout in Neighbourhood Plan referendums will continue to be monitored, albeit with a focus on referendums held over the previous 24 months. For future reports we will review how best to compare across areas with vastly different sized electorates.
41. The engagement with the Council's e-newsletter was added in Q3, as it provides a valuable indicator of how our residents respond to messaging. This is achieved by measuring the 'opens', rather than just the circulation.

*We have the right housing*

42. Delivery of affordable housing was an existing measure that was considered useful to continue monitoring.
43. The number of households on the housing register and the number of households in temporary accommodation were also existing measures that were considered important to continue monitoring. We note that these two measures will be presented as a snapshot at the end of the previous quarter to reflect the current position rather than an average over the preceding year. It is anticipated that the number on the housing register will

continue to adjust over the next quarter as mitigations continue to have an effect.

44. Two new measures were added focused on the percentage of major and non-major planning determinations completed within the statutory period or agreed extension. We note that Wiltshire has a very high rate of applications compared to other local authorities.

*We have the right skills to prosper*

45. The existing measures focused on the rates of unemployment and the youth claimant rate have been retained.
46. The percentage of 16-17-year-olds in the year 12-13 academic age group who are NEET (Not in Education, Employment or Training) had already been added to the Q3 Scorecard.
47. Alongside this, the percentage of care-experienced 16-17-year-olds who are in education, employment, or training (EET) has also been added.
48. We note that EET is reported rather than NEET for the care-experienced cohort, as this is the measure reported to the Department of Education and the measure by which all local authorities report and benchmark against. There are lots of nuances of NEET which is why EET is a more reflective outcome measure. For example, some may be NEET due to ill health and therefore not available to be EET. It is therefore not a measure which can be reversed to provide a NEET figure.
49. Gross weekly pay has been added to the Q4 Scorecard. This measure is based on place of work rather than residence, as the location of the employer is a more useful indicator of the economy within Wiltshire than in neighbouring regions that Wiltshire residents commute to.
50. Regional Gross Value Added (GVA) has been added as a new measure. This is a measure of the increase in the value of the economy due to the production of goods and services in an area, measured at current basic prices, and accounting for inflation.
51. The percentage of 16+ adults qualified to Level 4 skills has also been added to the Q4 Scorecard, as a linked indicator of the Council's focus on developing high value jobs.
52. Gross disposable household income has been added to the Scorecard. This is measured per head of the population at current basic prices, and factors in changes to weekly pay. We note that although there is a two-year lag on the data, it will be important to monitor this as a long-term indicator of the local economy.

*We have vibrant and well-connected communities*

53. The existing measure on use of public transport has been renamed to focus on bus journeys, to distinguish this from new measures relating to other forms of public transport.
54. A new measure focused on rail transport has been added, with a view to monitoring rail usage given the Council's strategic ambitions around new stations in the county. The measure uses nationally published data on the number of entries and exits from stations in the county, and so is not reliant on obtaining commercially sensitive data on ticket types from rail operators.
55. The percentage of gigabit broadband coverage has been added. This measure captures as snapshot of coverage at the time of the report. The focus on gigabit rather than superfast or fibre aligns with the government's Project Gigabit target of 85% gigabit coverage by 2025.
56. The percentage of 4G mobile phone coverage has been added, based on Ofcom's Connected Data annual report. The focus on indoors reception from all four providers aligns with work on ensuring more isolated communities have reception where they need it.
57. Two new measures focused on the use of car parks have been added. The number of pay-and-display transactions gives an indication of occupancy, whilst the income generated also captures use by season ticket holders. We note that neither measure captures local free parking schemes.
58. A proposed new measure looking at bridleway and footpath maintenance will be reviewed once a new system is in place in late 2023, which will allow for more meaningful performance data to be captured.

*We take responsibility for the environment*

59. The existing measures were considered useful to continue monitoring. However, future data will be presented as rolling 12-month averages so that overall trends can be seen rather than seasonal fluctuations.
60. The four waste indicators should be reviewed together as they provide data on the amount of household waste produced, and the routes of disposal.
61. An additional measure has been added focused on the number of reported incidences of fly-tipping in the county, with a target to remain below the national level.
62. Requirements of the Environment Act are being monitored and will be incorporated into new performance measures when more information and suitable data are available.

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

63. In addition to retaining the current measures, a new measure focusing on the capacity for renewable energy generation within the county has been added. Unlike renewable energy generation, capacity is not impacted by

the season and weather and can be influenced by the Council via the planning process.

64. A new measure focused on the uptake of carbon literacy training amongst officers and Councillors has been added. The Council has recently achieved the Bronze Carbon Literacy Award and the next target will be for 15% of staff to be certified as carbon literate by the end of the 24/25 financial year, which is required to achieve the Silver Award.

## **Risk**

65. The Strategic Risk Summary is attached as **Appendix 2** and provides information on the challenges, and potential challenges, the Council faces in delivering its services and ambitions.
66. Included in the risk summary is the Strategic Risk Register, which contains risks that, if they were to become issues, could hamper the Council's ambition to achieve its stated aims, whether that be empowering the people of Wiltshire, building thriving economies or leading the response to climate change.
67. Risks are identified, defined, reviewed, and managed in service areas.
68. There are 224 risks identified and scored in the corporate risk management process at the time of print. The Strategic Risk Register is made up of those risks that have either a potential impact on the wider council, or are the responsibility of the wider council to mitigate.
69. A full explanation of the makeup of the Strategic Risk Register can be found at the end of **Appendix 2**.
70. Previously, two risks – macroeconomic pressures, such as inflation, and staff recruitment and retention – were classified as issues, meaning that the potential problems identified have materialised.
71. These both remain in place in Q4 as the inflationary pressures continue, with further increases in January and February to 10.4%, and labour market challenges are also yet to abate.
72. The Council's teams continue to work to mitigate the impact of these issues and will do so until they are no longer having a direct impact on delivery of services.
73. The emerging risk added during Q3 remains, reflecting the potential for additional service pressures in upcoming quarters. These come because of other agencies – with whom the Council has a dependency or interaction – experiencing their own difficulties, such as an increase in demand to their own services or unforeseen workforce challenges.
74. As ever, these continue to be actively monitored and managed to reduce impact, with the Council supporting its partners to deliver the best service they can for Wiltshire's residents.

75. Since the last report, risks relating to the increasing impacts of climate change in the county have been updated to reflect wider environmental impacts.
76. The heatwave, drought, storms and floods experienced in the past 12 months are forecast to continue increasing in frequency, with implications for the health and safety of our residents and our staff. The Council's climate adaptation plan is currently being reviewed and will identify what measures can be put in place to prepare council services and the county for these climate impacts.
77. This is in line with and outlined in more detail within the Council's Corporate Performance and Risk Policy.

### **Future Developments**

78. Following completion of the workshops, conversations took place with key stakeholders to agree definitions for new performance measures, and to determine the nature of the data to be reported. Some new measures have already been agreed at local Performance Outcome Boards, whilst others are still being developed. The Scorecard is anticipated to further evolve as measure descriptions are refined and more data becomes available over the next quarter.
79. With a desire to move to reporting annual averages where possible, it will be necessary to seek additional data from services so that reported percentages are statistically accurate. This is taking time to implement, so some changes to the reported figures may be seen in future reports.
80. Measure descriptions and targets will remain under review, and ongoing changes will be agreed by Cabinet and the Corporate Leadership Team.
81. Presentation changes will continue to be made and options for a more interactive dashboard explored, allowing longer time series and benchmarking to be provided through improved data visualisation. This will provide greater context and an enhanced narrative about progress against service delivery plans, which will highlight where there are risks of failure or slippage.
82. It remains the ambition to make these dashboards *live* to eliminate some of the challenges faced by services in presenting their quarterly returns as timings do not always align. This will also improve the whole Council's ability to scrutinise data more readily and in a timely way.
83. In the early summer, a full review of Service Plans will be undertaken.
84. Future risk summaries will feature the Council's response to the updated national-level risks. This will be completed in partnership with the Local Resilience Forum and the Emergency Planning, Resilience and Response team, who will coordinate the Council's activities and response to the National Risk Assessment.



85. An exercise is also still to be undertaken with the Extended Leadership Team to ensure that items that do not yet make risk classification, or cannot be quantified as emerging risks, are considered in more depth. It is expected that future risk summaries will be more reflective of the live and dynamic nature of Council services.

### **Overview & Scrutiny Engagement**

86. The Overview and Scrutiny Management Committee (OSMC) has not received this current report. However, we would welcome their involvement, particularly given the range of new performance measures.

### **Safeguarding Implications**

87. A number of indicators are regularly analysed which directly relate to the safeguarding of children and adults.
88. Action is taken where improvements in performance are required or new risks present.

### **Public Health Implications**

89. Not applicable as no decision is required, although many of the indicators are a key feature of our public health work.

### **Procurement Implications**

90. Not applicable as no decision is required.

### **Environmental and Climate Change Considerations**

91. Not applicable as no decision is required, although many of the indicators are a key feature of our environmental plans.

### **Workforce Implications**

92. There are no direct implications arising from this report. However, it must be recognised that there remains a live issue for the Council when recruiting and retaining staff.
93. Whilst both a national and sectoral issue, active management is underway.

### **Equalities Impact of the Proposal**

94. Not applicable as no decision is required.

### **Risk Assessment**

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

### **Financial Implications**

97. Not applicable as no decision is required.

### **Legal Implications**

98. Not applicable as no decision is required.

## **Options Considered**

99. Not applicable as no decision is required.

## **Conclusions**

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

## **Perry Holmes**

**Director, Legal and Governance**

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## **Background reading**

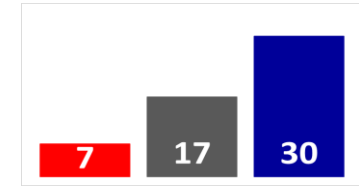
Corporate Performance and Risk Policy, February 2019

## **Appendices**

- Appendix 1: Corporate Scorecard Q4 2022/23
  - Appendix 2: Strategic Risk Summary
-

# Wiltshire Council Performance Scorecard - 2022/23 Quarter Four

Of the 59 indicators on this scorecard 47 (80%) were ranked as either positive or neutral in terms of improved performance.



Arrows show the direction of travel. Blue is an improving change, red a worsening change and grey is stable.

All measures show a rolling annual average, unless stated, with most recent figures presented alongside those from the two most recent reports.





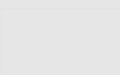

Gold shaded measures are main indicators	Unshaded indicators support a main indicator	Grey shaded indicators are selected from a basket of possible measures - the name of that basket appears above the measures
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<b>We Get the Best Start in Life</b>								
<b>Educational Gap: Phonics</b> (The percentage point gap at Year 1 between pupils receiving the pupil premium and their non-disadvantaged peers - achieving phonics) Source: Nexus	Below national benchmark (16.6%) by August 2025	20% 21%	<b>21%</b>	Sep-22	annual - academic year	↓	—	The strategy is to continue the positive trajectory of maintained school outcomes in all areas, accelerate outcomes in academies to address the gap and to extend our reach to schools and secure wider engagement. Impact has already been seen from this work with 8.1% more children in receipt of FSM in maintained schools achieving Phonics. Factors contributing to outcomes in maintained schools include the 3 year systematic, structured SIA programme, responsive strategy, CPD, significant partnerships and collaborations and a tiered approach. Performance for 20/21 and 21/22 is not comparable as assessments were completed differently during Covid.
<b>Educational Gap: KS4</b> (The percentage point gap between pupils receiving pupil premium and their non-disadvantaged peers - achieving 5+ in English and Maths at KS4) Source: Gov.uk Explore Education Statistics	Below national benchmark (27.0%) by August 2025	28.5% 31.7%	<b>32.3%</b>	Dec-22	annual - academic year	↑	—	The target is to reduce the gap to be in line with national at 27% by August 2025. The strategy is to continue the positive trajectory of maintained school outcomes in all areas, accelerate outcomes in academies to address the gap and to extend our reach to schools and secure wider engagement. Factors contributing to outcomes in maintained schools include the 3 year systematic, structured SIA programme, responsive strategy, CPD, significant partnerships and collaborations and a tiered approach. Performance for 20/21 and 21/22 is not comparable as assessments were completed differently during Covid.

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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<p><b>New! Overall educational outcomes: KS4</b>                      (Educational attainment for ALL pupils - Percentage achieving grade 5+ in BOTH English &amp; Maths ('Basics') at KS4)                      Source: Gov.uk Explore Education Statistics</p>	Between 48% and 50%	50.8%	52.5%	<b>48.6%</b>	Mar-23	annual - academic year		National level for 2022 was 49.8%. 69.8% of pupils achieved grade 4 or above in English and maths, compared to 69% nationally. The average Attainment 8 score for all pupils was 49.3 in Wiltshire, compared to 48.9 nationally. Performance for 20/21 and 21/22 is not comparable as assessments were completed differently during Covid.
<p><b>New! Educational outcomes specific to SEND: KS4</b>                      (Educational attainment for SEND pupils with an EHCP - Percentage achieving grade 5+ in BOTH English &amp; Maths ('Basics') at KS4)                      Source: Gov.uk Explore Education Statistics</p>	between 8.5% and 10.5%	4.5%	6.6%	<b>9.9%</b>	Mar-23	annual - academic year		The national level for 2022 was 7%. Performance for 20/21 and 21/22 is not comparable as assessments were completed differently during Covid.
<p><b>New! Percentage of EHCPs issued within 20 weeks on time with no exceptions</b>                      Source: Wiltshire Council</p>	Above 40%	22.2%	16.0%	<b>32.5%</b>	Mar-23	quarterly figures		Quarterly figures reported will vary from published figures in statutory returns as they relate to different time periods. The timeliness of plans issued within 20 weeks is improving. Please note that annual averages will be available for Q1.
<p><b>New! Percentage of schools rated good or outstanding by Ofsted</b>                      (Includes primary, secondary and specialist schools)                      Source: Ofsted via Perspective Lite database</p>	Above national average (85%)	81.0%	82.0%	<b>83.2%</b>	Dec-23	quarterly snapshot		Trend shows the last three years. The number of schools judged to be good or outstanding has improved. In maintained schools, the SIA programme is having a positive impact.
<p><b>New! Percentage of early years settings rated good or outstanding by Ofsted</b>                      Source: Ofsted via LATE and FID databases</p>	Above 98%		97.9%	<b>97.1%</b>	Mar-23	quarterly snapshot		This data includes school based EY provision (FS1) which is not re-inspected within the 6-12 month timeframe of other Early Years providers. Trend information will be included for future Scorecards once more data is available.
<b>We Stay Active</b>								
<p><b>Percentage of Children who are Physically Active</b>                      Source: Active Lives Children and Young People Survey, Sports England</p>	Above 60% over course of Business Plan	50.5%	53.7%	<b>47.8%</b>	Mar-22	annual figures		The trend shows the last five financial years. The improvement shown in Wiltshire in 18/19 to 20/21 has not been mirrored in the national or regional figures. Wiltshire now shows slightly better levels of activity than the England (44.6%) but now below the South West average (49.1%), the activity level has decreased in Wiltshire for the first time in 21/22, and it is currently unclear why, this may be an impact of the Covid-19 pandemic and recovery. The percentages are below our target of 60%

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<b>Percentage of Adults who are Physically Active</b> Source: Sports England Active Lives Survey	Above 75% over course of Business Plan	71.2%	72.1%	<b>72.9%</b>	Mar-21	annual figures		The trend shows the last four financial years, 21/22 data not yet available. Small improvements in each of the last three years put the activity levels in adults in Wiltshire above the national (65.9%) and regional (70.5%) average. Wiltshire figures are not quite on target but trend is indicating it is on track to be achieved.
<b>New! Number of visits to Council-run leisure centres</b> Total monthly visits based on membership card swipes and walk-in payments. Excludes other visitors. Source: Wiltshire Council	Will be available during 23/24	126,225	128,496	<b>134,809</b>	Mar-23	average over 12 months		PFP sites transitioned over to Wiltshire Council in October 2021, therefore attendance data from October 2021 includes these sites. From April the process for reporting schools and block bookings will be standardised so current data may not fully capture all visits.
<b>New! Number of library visits</b> (Cumulative total over 12 months) Source: Wiltshire Council	1,000,000 per year	800,832	887,459	<b>1,009,187</b>	Mar-23	cumulative over last 12 months		Visits have increased by 87% on previous year and 66% of pre-pandemic levels, mirroring the national picture. Activities returned later than the lending offer, so footfall has been slower to catch up but continues to improve.
<b>New! Number of hectares of new woodland planting that is publicly accessible</b> (Either permissible access rights or a PRoW running through the new woodland area). Source: Wiltshire Council	50 hectares for 23/24					No data yet available		Data will be added to future Scorecards when it becomes available for this new project.
<b>Percentage of people in their own homes 91 days after entering the reablement service</b> Source: Wiltshire Council	Between 80% and 90%	77.8%	76.7%	<b>78.50%</b>	Mar-23	average over 12 months		The 91 day outcome evidences the longer term effects of reablement and the service's ability to maintain and support people in their own homes. Wiltshire Reablement performs well in this area which demonstrates its success in supporting longer term outcomes. We are working on improvements to our reporting function to ensure the data reflects the achievements of the service and aim to achieve the 80% target rate within the next reporting period.
<b>We are Safe</b>								
<b>Repeat referrals to Children's Services</b> (% referrals within 12 months of previous referral) Source: Wiltshire Council	Between 14% and 20%	15.4%	15.5%	<b>15.9%</b>	Mar-23	average over last 12 months		Performance remains within the target range and evidences that our thresholds application is strong.
<b>New! Percentage of children in care fostered within Local Authority provision</b> (Excludes Connected Carers) Source: Wiltshire Council	Between 42% and 48%	40%	41%	<b>41%</b>	Mar-23	average over last 12 months		We are in the third year of Fostering Excellence, a number of mainly age related resignations have impacted on our overall net amount of foster carers. To boost retention we are implementing a new national evidenced based model to support retention (Mockingbird), in addition to Fostering Excellence continuing.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<b>Adult Safeguarding</b>								
<b>Percentage of S42 Outcomes Met</b> (% of statutory enquiries into possible abuse or neglect [section 42] in which set outcomes were met) Source: Wiltshire Council	Between 95% and 100%	97.9%	97.3%	<b>96.9%</b>	Mar-23	average over last 12 months	 	Performance remains strong with a high percentage of outcomes met. A very small percentage of outcomes are not met due to the nature of the cohort with some people who sadly die before their outcomes can be met.
<b>New! Number of adult social care providers currently rated inadequate in CQC Inspections</b> Source: Care Quality Commission	0 (no inadequate providers)	2	1	<b>2</b>	Dec-22	current snapshot	 	The trend shows the snapshot for each of the last three quarters. Numbers remain low.
<b>New! Number of working-aged adults in residential care</b> (Long-term support needs of younger adults aged 18-64 met by admission to residential and nursing care homes, per 100,000 population - ASCOF) Source: Wiltshire Council	Between 12 and 15	16.1	15.4	<b>15.1</b>	Mar-23	average over last 12 months	 	Within Wiltshire there is a lack of alternative provision and this is being addressed as part of the transformation programme, the result of which will be more supported living, independent service funds and direct payment provision.
<b>Public Protection</b>								
<b>New! Percentage of reported P1 potholes repaired within 24 hours</b> (Does not include "Find & Fix". Numbers below percentages are the total reported per quarter) Source: Wiltshire Council	95% or over	86.5% 667	84.2% 1999	<b>84.8%</b> 5213	Feb-23	average over last 12 months	 	Note there was a 400% increase in the number of potholes reported in January compared to December, and that numbers remain high throughout Q4.
<b>New! Percentage of roads scheduled for treatment that have been resurfaced</b> (based on roads identified in the 12-month plan. Numbers below percentages are the total miles resurfaced per quarter) Source: Wiltshire Council	100% of roads identified in the 12-month plan	6.50% 1.219	10.49% 2.933	<b>16.98%</b> 4.76	Mar-23	cumulative over financial year		
<b>New! Percentage of cars found speeding by Community Speedwatch Teams</b> Source: Wiltshire Police		3.96%	4.15%	<b>4.14%</b>	Mar-23	average over last year	 	The trend shows the last five quarters and that rates of speeding remain consistent.
<b>New! Percentage of reported antisocial behaviour cases resolved within 60 days</b> Source: Wiltshire Council	90% or over							The team is due to recruit to the role of Community Safety Officer in Q1 2023/24. Data will be available from that point onwards

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<b>We Live Well Together</b>								
<b>Stability for Looked after Children</b>								
<b>Percentage of Looked After Children Placed more than 20 Miles from Home</b> (Excludes unaccompanied asylum seeker children) Source: Wiltshire Council	Between 34% and 37%	37%	38%	<b>38%</b>	Mar-23	average over last 12 months		Performance has continued to remain within expected ranges for the last 3 quarters.
<b>Care Experienced Young People in Suitable Accommodation</b> (% of 19-21 year old care experienced people in suitable accommodation) Source: Wiltshire Council	Between 85% and 95%	96%	96%	<b>96%</b>	Mar-23	average over last 12 months		Performance remains strong in this area and this indicator continues to be scrutinised to ensure young people are in suitable accommodation.
<b>New! Uptake of NHS health checks</b> (Percentage of invited NHS health checks undertaken) Source: Wiltshire Council	45% or over (Return to pre-Covid level)	36.0%	35.3%	<b>34.6%</b>	Dec-22	average over last 12 months		Uptake is increasing since the pause of this service during the pandemic, as Primary Care deal with the backlog and get back to pre-covid levels. Further analysis on the inequalities of access will be undertaken when Q4 data is received.
<b>New! Rates of smoking cessation</b> (Percentage of those seeking smoking cessation support who are smoke free 4 weeks after their quit date). Source: Wiltshire Council	35% or over	44.8%	45.4%	<b>43.5%</b>	Dec-22	average over last 12 months		Numbers are lower in 21/22 than previous year, no data yet available for Q4 22/23. The service in Primary Care is recovering since the pandemic and dealing with capacity pressures. Smoking rates are highest among routine and manual occupations, where prevalence is 23.6% for Wiltshire (20/21) (downward trend). People with severe mental illness are twice as likely to smoke - 25.2% in 20/21 (upward trend). Smoking prevalence at time of delivery is 8.10% 21/22 (downward trend)
<b>We ensure decisions are evidence-based</b>								
<b>Participation</b>								
<b>Voter Turnout in Neighbourhood Plan Referendums</b> Source: Wiltshire Council	Above 25%	36.6%	16.0%	<b>29.7%</b>	Mar-23	Latest vote		Trend shows all referendums held over the past two years. The low voter turnout for Marlborough Area NP referendum on 27th March 2023 may be attributed to the original referendum set for 11th August 2022 being suspended at the last minute because of an injunction and a claim for judicial review which was subsequently unsuccessful.
<b>New! Open rate for resident e-newsletters</b> (Monthly average) Source:	Above 40%	53.7%	54.2%	<b>55.0%</b>	Mar-23	monthly figures		The trend shows ongoing strong performance compared to the national average open rate for government e-newsletters (28.8%) and the average open rate for all e-newsletters (21.3%)

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
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**We have the Right Housing**

<b>Delivery of Affordable Housing</b> Source:	650 homes per financial year	633	610	<b>643</b>	Mar-23	cumulative total over last 12 months		The trend shows numbers built per quarter for the past two years. The cumulative figure at Q3 2022/23 was 443, which is lower than same period last year. It is common for there to be fluctuations between quarters. Early indications are that the lower figure may be linked to wider economic downturn, but further data will be required to confirm.
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<b>The number on the Housing Register</b> (Total number of households on the register at the end of the period, not including those on the open market register) Source: Wiltshire Council	Below 5,000	4,193	4229	<b>4,092</b>	Mar-23	current snapshot		The last 12 months have shown a steady growth of households joining the housing register. This year we have reviewed how clients are able to join the register so that all the options available are discussed and if a client has no housing need this is identified at first point of contact, helping to prioritise those in housing need as defined by the allocations policy. Alternative options for those not in housing need are discussed and explained.
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<b>Total Households in Temporary Accommodation</b> Source: Wiltshire Council	Below 180 placements	147	159	<b>179</b>	Mar-23	current snapshot		During the last 12 months we have seen a 70% increase in households who have been accepted as homeless which explains our 46% increased need for temporary accommodation. We are currently taking forward actions to try and maximise suitable temporary accommodation options as well as ways to reduce the numbers in temporary accommodation.
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<b>New! Planning process - determination of major applications</b> (Percentage completed within the statutory period or agreed extension. Numbers below percentages are the number of new applications received per quarter.) Source: Wiltshire Council	60%	66% 24	69% 30	<b>66%</b> 31	Mar-23	average over last 12 months		The trend shows the last two years. Over the past two years Wiltshire Council has received the 6th highest number of major applications compared to 329 other local authorities.
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<b>New! Planning process - determination of non-major applications</b> (Percentage completed within the statutory period or agreed extension. Numbers below percentages are the number of new applications received per quarter.) Source: Wiltshire Council	80%	75% 939	76% 844	<b>75%</b> 847	Mar-23	average over last 12 months		The trend shows the last two years. Over the past two years Wiltshire Council has received the 4th highest number of non-major applications compared to 329 other local authorities.
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Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<b>We have the Right Skills to Prosper</b>								
<b>Unemployment</b> (percentage of the work age population [16+] claiming out of work benefits) Source: NOMIS	Below national average (3.7%)	2.4%	2.2%	<b>2.1%</b>	Mar-23	monthly average over last year	 	Data released to March 23. Wiltshire's Claimant % at 2% is consistently lower than national average at 3.8% and the South West at 2.5%. The trend shows the last 12 months.
<b>Youth Claimant Rate</b> (percentage of 18-24 year olds claiming out of work benefits) Source: NOMIS	Below national average (4.7%)	3.6%	3.5%	<b>3.4%</b>	Mar-23	monthly average over last year	 	Data released to March 23. Wiltshire's youth % is 3.0, compared to 3.2% across the South West and 4.9% nationally. The trend shows the last 12 months.
<b>New! % 16-17 year-olds who are NEET</b> Source: Wiltshire Council	Between 2% and 2.6%	1.5%	2.4%	<b>2.9%</b>	Mar-23	quarterly figures	 	The higher % this quarter correlates with a significant reduction in our unknowns, with only 1% of our cohort remaining as such. Performance this Q is in line with the England average of 2.9% and below the SW average of 3.3% as at February. (This is a DfE measure, it refers to academic year groups 12 & 13. Tracking starts each September so figures fluctuate slightly.)
<b>New! % care-experienced 16-17 year-olds who are EET</b> Source: Wiltshire Council	Between 65% and 75%	60%	66%	<b>59%</b>	Mar-23	quarterly figures	 	There has been a decrease this quarter. The steering group overseeing performance scrutinise each young person and their specific circumstances for being EET. Exception reporting forms part of the quarterly performance update to POBs.
<b>New! Gross weekly pay</b> (Gross weekly pay by workplace) Source: ONS annual survey of hours and earnings	Above the national rate (£642)	£536.60	£569.30	<b>£610.80</b>	2022	annual figures	 	There has been a 7.2% increase in the last year compared to inflationary measure of 10%. In addition, workplace earnings remain below residential earnings (£642 per week) meaning residents still commute for higher paid opportunities.
<b>New! Regional GVA</b> (Value generated by economic activity in £ per million) Source: ONS	Above South-West average (£10,642m)	£11,435m	£11,635m	<b>£10,661m</b>	2020	annual figures	 	Figures are slightly lower in comparison to the South West average: 2018 = £11,689m; 2019 = £11,874m; 2020 £10,642m. Figure slightly higher than SW average in 2020 due to high levels of public sector within Wiltshire providing protection from the pandemic. Wiltshire's GVA growth is not keeping track with the South West average.
<b>New! Level 4 skills</b> (Percentage of 16+ individuals qualified to Level 4) Source: ONS Annual Population Survey	Increase gap above the national level (43.6%)	38.6%	40.3%	<b>45.6%</b>	2021	annual figures	 	Wiltshire has 45.6% of the population educated to level 4 and above compared to 42% in the South West and 43.6% across Great Britain.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<b>New! Gross Disposable Household Income</b> (Gross Disposable Household Income per head of population at current basic prices) Source: ONS	Above the rate for England (£21,962)	£22,656	£23,378	<b>£22,987</b>	2020	annual figures		A reduction in Disposable Income is starting to emerge alongside the cost of living picture. Despite the recent decline, Wiltshire remains above the regional and national rates.
<b>We have Vibrant, Well-Connected Communities</b>								
<b>Transport and links</b>								
<b>Bus journeys</b> (Number of passenger trips on both the commercial and supported bus network) Source:	7,905,000 (trips per annum by Q4 22/23)	6,950,060	7,020,097	<b>7,263,372</b>	Feb-23	12 month rolling total		Data from March 23 is not yet available. Numbers for Q1, Q2, Q3 and Q4 22/23 so far have increased over the previous year (21/22) in line with national trends.
<b>New! Rail journeys</b> Number of entries and exists from Wiltshire's rail stations Source: Office of Rail and Road		6,960,640	1,613,818	<b>4,600,314</b>	Mar-22	annual figures		The trend shows the last previous years.
<b>New! Percentage of gigabit broadband coverage</b> Source: Local Broadband Information by thinkbroadband	85% coverage by 2025	61.80%	62.80%	<b>63.00%</b>	Mar-23	current monthly snapshot		10% increase in Gigabit coverage between March 22-23. The publicly funded programme is due to begin later this year
<b>New! Percentage 4G mobile phone coverage</b> Percentage of premises with indoors 4G reception from all four providers Source: Ofcom Connected Nations report		73.86%	74.61%	<b>75.32%</b>	Sep-22	annual snapshot		Coverage anticipated to increase alongside the Shared Rural Services network which is currently in development
<b>Town centre vibrancy</b>								
<b>New! Car park occupancy</b> Number of pay-and-display transactions Source: Wiltshire Council		260,929	272,958	<b>275,451</b>	Jan-23	monthly average over last 12 months		The trend shows the last two years.
<b>Income from pay and display car parks</b> (Including season tickets) Source: Wiltshire Council		£569,913	£599,728	<b>£610,692</b>	Jan-23	monthly average over last 12 months		The trend shows the last two years.
<b>We Take Responsibility for the Environment</b>								
<b>Waste economy</b>								
<b>Household Waste</b> (Kilograms of waste produced per household) Source:	Below 880kg (at the end of Q4)	538	528	<b>521</b>	Feb-23	monthly average over last 12 months		Kgs of waste reduced compared with previous years. Less waste generated post-Covid, plus less garden waste due to hot weather in 22/23, plus cost-of-living impacts on consumer spending.

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<b>Recycling Rate</b> (Percentage of household waste recycled or composted) Source:	Above 45%	42.0%	41.0%	<b>40.1%</b>	Feb-23	quarterly snapshot		Revised "stretch" target will not be achieved. 22/23 has seen weather-related reductions in garden waste collected (less composting tonnage) and higher levels of contaminated recycle tonnage being rejected at the sorting facility. The "Recycling - Let's Sort It!" campaign waste was launched in February 2022 to help mitigate and improve 23/24 performance.
<b>Waste Recovery Rate</b> (Percentage of household waste sent for treatment/energy recovery) Source:	Above 42%	43.2%	43.8%	<b>44.3%</b>	Feb-23	quarterly snapshot		We expect to exceed this "stretch" target. New requirements to send domestic upholstered seating for incineration came into force from 1 Jan 2022 (larger positive impact assumed for 23/24). Additional residual waste tonnage was also sent to Lakeside EFW.
<b>Residual Waste Rate</b> (Percentage of household waste sent to landfill) Source:	Below 13%	14.8%	15.2%	<b>15.6%</b>	Feb-23	quarterly snapshot		Whilst achieving a significant improvement over 21/22 performance we will fail to meet hit the 22/23 "stretch" target, despite diverting an additional 255 tonnes of domestic upholstered seating from landfill (to comply with new 'POPs' requirements from Dec to end of February 2023), and placing additional residual waste tonnage through the Lakeside EFW contract. Rejection of contaminated recycling has increased the amount of waste sent to landfill.
<b>New! Number of fly tipping reports</b> Source: Wiltshire Council	Below the national level (4% decrease per year)	256	240	<b>229</b>	Dec-22	monthly average over last 12 months		The trend shows the last year.
<b>We are on the path to Carbon Neutral (Net Zero)</b>								
<b>Wiltshire's Carbon Emissions</b> (measured in CO <sub>2</sub> e – the common unit for greenhouse gases. For any quantity and type of greenhouse gas, CO <sub>2</sub> e signifies the amount of CO <sub>2</sub> which would have the equivalent global warming impact. Wiltshire emissions are territorial emissions only, i.e. these are emissions that arise within the county.) Source: UK local authority and regional greenhouse gas emissions national statistics, 2005 to 2020 - gov.uk	2100 kilotonnes	2,637	2,534	<b>2,209</b>	Dec-20	annual with a 2-year lag		The trends show the most recent three annual returns. This measure counts only the gases produced within the county and the complexity of measuring it means that data is only available after two years. The council does not have control over all of these emissions but we report this measure to support partnership working across the county to address these emissions. The direction of travel is positive.
<b>Wiltshire Council's Carbon Emissions</b> (measured in CO <sub>2</sub> e – the common unit for greenhouse gases. For any quantity and type of greenhouse gas, CO <sub>2</sub> e signifies the amount of CO <sub>2</sub> which would have the equivalent global warming impact.) Source: Wiltshire Council	3750 tonnes	12,321	4,401	<b>5,275</b>	Mar-21	annually		The trend shows the five latest annual returns. Rebound in emissions due to post-lockdown activity in 2021/22 has thrown us off our emissions reduction pathway, however indications are that we will rejoin our pathway in 2022/23 thanks to ambitious carbon reduction projects in key buildings (eg leisure centres)

Measure description	Target	Previous two quarters or years	Latest position	Latest report	Frequency	Direction of Travel	Trend	Comment
<b>New! Renewable energy capacity</b> (Megawatts) Source: Regional Renewable Statistics - gov.uk	978MW by 2027	575      577	<b>583</b>	2021	annual snapshot	↑		There is 268MW capacity of renewable energy projects with planning approval, and more in the pipeline, however such projects take many years to achieve approval and construction.
<b>New! Carbon literacy training within the Council</b> (Number of officers and Councillors who have received the training) Source: Wiltshire Council	15% of staff (750 people) by end of 2024		<b>58</b>	Mar-23	quarterly snapshot	↑		Good progress made to date and we have achieved the bronze award, however considerable resource will be required to achieve silver by end 2024 (it will require training approx 750 staff in groups of 15-20)
<b>Energy Performance Certificates at Levels A - C</b> (% or registered EPC recorded at one of the top three levels - a three year rolling average) Source: Energy Performance Building Certificates live tables - gov.uk	Above South West benchmark (48%)	43.0%      49.0%	<b>50.0%</b>	Sep-22	annual	↑		The trend shows the five latest annual returns. This does not show the EPCs of all homes in Wiltshire, only the EPCs registered over a rolling three-year period. Half of Wiltshire's homes were classified in the top three (of seven) levels in the most recent count, compared with 34% in 2015-18.
<b>Public Electric Vehicle Charging Points</b> (All publicly available charging points including those owned by the council per 100,000 population) Source: Electric vehicle charging device statistics - gov.uk	35 per 100,000 population (in line with SW average)	24      33	<b>35</b>	Mar-22	annual	↑		The trend shows the position at the end of the last four financial years. There has been slow growth in the last two years of just 49% but these figure do not include private EV charging where there is more growth.

## Wiltshire Council Strategic Risk and Issues Summary - 2022/23

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

### Issues

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

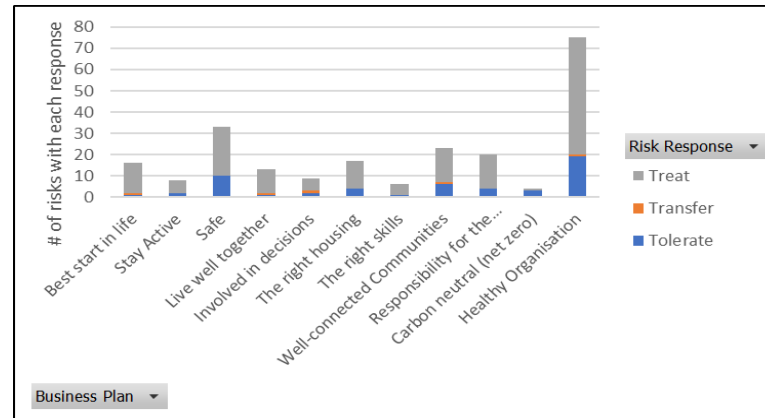
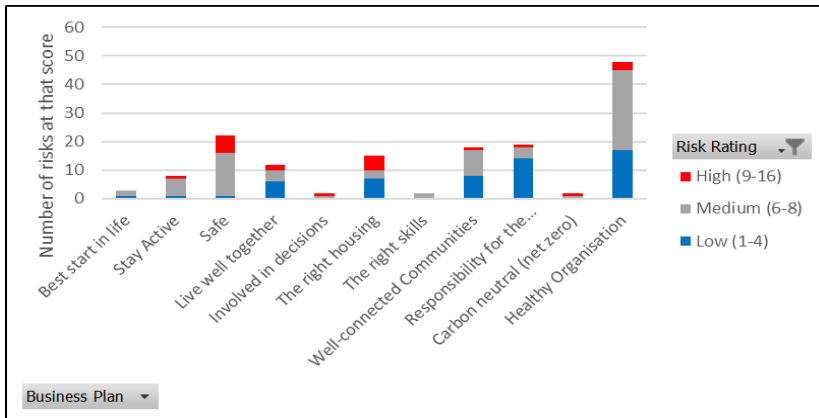
**Macro economic pressures on our budgets: Sustained inflation** Nationally, there is a 'cost of living crisis' impacting businesses and residents and, due to inflation, the council has experienced a significant increase above that forecast in the budget. As part of the final financial outturn reporting,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

**Staff Capacity: Recruitment and retention** Some, but not all, service areas have identified that this has now become an issue, with there being a range of factors at play in different labour markets. These include:

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

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

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

Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q4 Inherent Impact	Q4 Inherent Likelihood	Q4 Inh Risk Rating	Q4 DoT	Appetite check Q4	Q4 Mitigation Actions	Q4 Actions Confidence	Q4 Residual Impact	Q4 Residual Likelihood	Q4 Res Risk Rating
1 <b>Unable to meet demand for special educational needs or disability (SEND) school provision</b>	Cost of provision exceeds the High Needs Block (HNB) of the Dedicated Schools Grant (DSG)	More of the DSG spent on providing education for SEND	Shortfall in the funding for schools	Financial	Legal	Helean Hughes	Treat	4	4	16	▶	Outside	We remain in frequent dialogue with the DfE and will be starting joint work with them on their Delivering Better Value (DBV) Outcomes programme in the autumn which will enable some support and challenge in relation to this area.	Low	4	4	16
2 <b>Lack of capacity in the social care market</b>	Changes in the local market (including recovery from the pandemic) means there is insufficient supply of Home Care, Independent Fostering Agencies, Children's Homes, provision for complex needs (including people with complex behavioural needs)	Too often provision has to be secured out of county, often in competition with other local authorities at a cost higher than the local market	The right type of care is not always available, people able to be discharged have to wait longer in hospital and budgetary pressure increases if people are placed in out of county or spot provision	Service Delivery	Financial		Treat	4	4	16	▶	Outside	Block purchased day care. New tender going live in September. Still issues about sufficiency and handbacks	Moderate	3	3	9
3 <b>Failure to manage housing development</b>	Lack of a 5 year land supply	Loss of control over the location of new development	Non-plan led housing development may be granted consent through the appeal process: Allowing development where we don't want it; Increase in costs - defending appeals; Pressure on staff.	Legal	Reputation	Jean Marshall	Treat	4	3	12	▶	Outside	Updated our 5 year land supply in April. Development Management teams are seeking to approve applications where there are no major policy obstacles, Spatial Planning continue to support neighbourhood plans to bring forward housing sites, in addition to encouraging developers to bring forward allocated sites. We do have an improved position, but still short of the 5 years. Progress on the local plan is still being given a priority.	Moderate	3	3	9
4 <b>Increasing vulnerability to climate impacts</b>	Inability to adapt key infrastructure and services to increasingly severe weather impacts from climate change.	Increased impacts from more frequent and intense weather events such as flooding, droughts, heatwaves and storms.	Direct impact on health, safety, environment, businesses and infrastructure.	Health & Safety	Service Delivery	Sarah Valdus	Treat	3	4	12	New	Outside	The council's climate adaptation plan is currently being reviewed and will identify what measures can be put in place to prepare council services and the county for these climate impacts. Due to the costs associated with implementing some of these measures and the long term nature of these	Moderate	2	4	8

Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey																		
Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q4 Inherent Impact	Q4 Inherent Likelihood	Q4 Inh Risk Rating	Q4 DoT	Appetite check Q4	Q4 Mitigation Actions	Q4 Actions Confidence	Q4 Residual Impact	Q4 Residual Likelihood	Q4 Res Risk Rating	
5	<b>Uncontrolled cost of social care (predominantly adults)</b>	Changes in regulation (including the cost of increased infection prevention & control measures), workforce pressures and inflationary pressures in the care market	Each individual care package cost increases	Greater budgetary pressure to meet statutory requirements impacting on preventative and other spend	Financial	Service Delivery		Tolerate	3	3	9	►	Within		Moderate	3	3	9
6	<b>Cyber Resilience</b>	Malicious attacks from either internal or external individuals or organisations with the intent of stealing data or impacting the council's ability to deliver services.	Wiltshire Council's security is compromised opening up access to councils systems and personal and corporate data for malicious activity.	Loss of personal or corporate information OR loss or interruption of some or all council services delivered to citizens of Wiltshire.	Service delivery	Reputation	Mark Tucker	Treat	3	3	9	►	Within	Work continues around recovery plans. A new plan is in place with a phased delivery over the next two years supported by a new Cybersecurity Strategy.	High	3	3	9
7	<b>Failure in Safeguarding Children</b>	The council and / or multi- agency partners failing to follow procedures or to undertake a thorough assessment	The council and / or multi- agency partners providing inappropriate intervention or no intervention.	Children not being protected from harm.	Service Delivery	Reputation	Lucy Townsend	Treat	4	2	8	►	Within	6% vacancy rate across the service, 17% vacancy rate for social workers filled with 12% agency staff. Market Supplements agreed to enhance our workforce strategy. Remains 1 of our 6 strategic priorities.	High	2	2	4
8	<b>Impact of negative media/social media coverage on council</b>	Potential negative reaction to council decision making and delivery of services.	Negative public reaction expressed via social media and through the media	Negative impact on council's reputation.	Reputation	Reputation	Perry Holmes	Tolerate	2	3	6	▼	Within	Good controls in place include horizon scanning, working closely with directorate SMTs and trained members of staff ready to respond to incidents.	High	2	3	6

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

Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q4 Inherent Impact	Q4 Inherent Likelihood	Q4 Inh Risk Rating	Q4 DoT	Appetite check Q4	Q4 Mitigation Actions	Q4 Actions Confidence	Q4 Residual Impact	Q4 Residual Likelihood	Q4 Res Risk Rating
9 [Composite] Information Governance	Failure to manage information effectively in keeping with Data Protection Act Principles leading to reportable incidents and potential data breaches	1. Personal Information not obtained and / or processed fairly 2. Excessive information obtained and held beyond service purpose 3. Information held for longer than purpose requires 4. Information not accurately captured / maintained or kept current 5. Information not protected by adequate technical measures 6. Sensitive information inappropriately disclosed either verbally, on paper or electronically.	Unlawful use and / or disclosure of personal data results in Risk and distress to individuals concerned, potential fines from Information Commissioners Office (ICO), reputational damage and loss of confidence in the authority.	Legal	Financial	Perry Holmes	Tolerate	3	2	6	▶	Within		High	3	2	6
10 [Composite] Income Collection	Decrease in levels of income due to lower payment rates, take up of services or increase default rates	Failure to collect income as expected and budgeted for	Increased financial pressure on other service areas in order to deliver a balanced budget across the Council as a whole which results in cuts to those other services spend.	Financial	Reputation	Lizzie Watkin	Treat	2	3	6	▶	Within	Additional budget monitoring and training with all heads of service	High	2	2	4
11 [Composite] Corporate Health, Safety & Wellbeing	Inadequate or ineffective control strategy is established	Lack of application by managers and individuals of corporate policy and procedures	Likelihood of personal harm increases.	Health & Safety		Kate Blackburn	Tolerate	2	3	6	▶	Within	Ongoing programme of compliance monitoring and additional capacity created by cessation of traded off to non-maintained schools	High	2	2	4



Strategic Risk Register - ranked by Inherent Risk Score (the risk as it is now), national level risks shown in grey																		
Risk short name	Cause	Event	Effect	Primary Risk Category	Secondary Risk Category	Owner	Risk Response	Q4 Inherent Impact	Q4 Inherent Likelihood	Q4 Inh Risk Rating	Q4 DoT	Appetite check Q4	Q4 Mitigation Actions	Q4 Actions Confidence	Q4 Residual Impact	Q4 Residual Likelihood	Q4 Res Risk Rating	
12	[Composite] Budget management	New unfunded project, unforeseen demand or failure to make planned savings	Inability to deliver key statutory services within the service-level budget envelope	Increased financial pressure on other service areas in order to deliver a balanced budget across the authority as a whole which results in cuts to those other services spend.	Financial	Reputation	Lizzie Watkin	Treat	2	3	6	▶	Within	New planned savings delivery work	High	2	2	4
13	[Composite] Not on track for the Council to be carbon neutral by 2030	Lack of prioritisation for carbon reduction by other council departments	Financial considerations mean decisions are made not to undertake carbon reduction activity	Wiltshire Council fails to be carbon neutral by 2030	Service Delivery	Reputation	Parvis Khansari	Tolerate	2	3	6	▶	Within	Significant investments in energy efficiency measures and renewable energy across our estate, streetlights and fleet	High	2	2	4
14	Hospital discharges resulting in high cost and highly restrictive packages of care	Increase in number people needing to be discharged from hospital not being discharged	Challenge from external partners on the quality/quantity of available provision	Increase in out of county placements and / or high cost packages, hospital beds being unavailable for others with complex needs.	Service delivery	Financial		Treat	2	2	4	▼	Within	Liaison with health partners. Weekly Community Team for People with Learning Disabilities (CTPLD) update call with health and Dynamic Support Register (DSR) meetings. Accommodation needs shared with commissioning to inform strategy. MADE events identifying discharge pathway plans.	High	2	2	4

Emerging Risks	
Events that have the potential to interrupt the work of the Council but of which not enough is yet known to quantify the risk to the delivery of our services.	
Continuing financial impact of global events	International capital and energy markets remain impacted by conflict and speculative investment are likely to sustain additional inflationary pressure in the UK. Disruption to global supply chains causing shortages, more inflation and potentially more demand for support of council services. A more uncertain world could mean a more insular economy and lower UK market sentiment meaning less investment in Wiltshire.
Additional service pressures	As the Council operates in a multi-agency environment with complex and intricate dependencies, it could be adversely impacted by the actions of others (including short term workforce pressures, greater service demand or budgetary constraints).

#### How to read the strategic risk register

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

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

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

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

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

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

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

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

**Wiltshire Council**

**Cabinet**

**2 May 2023**

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**Subject: Update on Council's Update on Council's response to the climate emergency**

**Cabinet Member: Cllr Nick Holder, Cabinet Member for Environment and Climate Change**

**Key Decision: Non key**

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## **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'. Cabinet subsequently committed to make the council 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 seventh progress report to Cabinet. Significant progress is reported against each of the seven Climate Strategy themes. The council has recently been awarded the Bronze Carbon Literate Organisation award.

## **Proposal**

That Cabinet notes the actions taken in response to the climate emergency following the last update in October 2022.

## **Reason for Proposal**

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

**Terence Herbert  
Chief Executive**

## Wiltshire Council

### Cabinet

2 May 2023

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**Subject:** Update on Council's response to the climate emergency

**Cabinet Member:** Cllr Nick Holder, Cabinet Member for Environment and Climate Change

**Key Decision:** Non key

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### Purpose of Report

1. To provide the seventh 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:
  - (1) Empowered People
  - (2) Resilient Society
  - (3) Thriving Economy
  - (4) 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.

5. The council resolved to acknowledge that there is a climate emergency and to seek to make the county of Wiltshire carbon neutral by 2030 – recognizing that the council only has direct control over 0.5% of carbon emissions in Wiltshire but can use its democratic mandate and other levers of influence to have an impact on wider emissions. Cabinet has also pledged to make Wiltshire Council carbon neutral by 2030.

6. The [minutes](#) of the meeting are available online (see pages 21 to 24). 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 sixth report was presented to Cabinet in October 2022.
7. 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](#)).
8. 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.
9. 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. These were [published](#) in September 2022.

### **Main Considerations for the council**

10. In 2021 Wiltshire Council received an excellent rating of 81% in Climate Emergency UK's Council Climate Plan Scorecards, ranking it as the fifth best unitary authority in the UK for its response to climate change. The council has also recently been awarded the Bronze Carbon Literate Organisation award.
11. On our target for the organisation to be carbon neutral by 2030, an independent [report](#) from Anthesis found that the council is in a very strong position to meet this carbon neutral commitment. At present, our 2021/22 greenhouse gas emissions are 5,275 tCO<sub>2</sub>e which is a reduction of 75% on the council's 2014/15 footprint. Data for 2022/23 is not yet available and will be reported in the next update to October Cabinet and Council.

12. In November 2022 the council was assessed by local authority officers and councillors from other councils as part of a Local Government Association Peer Review. The [final report](#) stated that we are excelling in work to address climate change: “The council’s work to mitigate and adapt to the impacts of climate change is impressive, with many activities that would be considered exceptional in other organisations being seen very much as the ‘day job’” “The Climate Strategy, which was informed by a Scrutiny Task and Finish Group, has good levels of corporate ownership amongst officers and members, to the extent that climate change work is seen very much as ‘business as usual’ and is integrated in the day-to-day operations of the council, and is aligned to the delivery of the Business Plan”.
13. Following [publication](#) of the Climate Strategy delivery plans in September 2022, an initial set of key performance indicators has been developed to track progress against our objectives (see **Appendix 1**). These will be further developed over time. Data is not yet available for most of the indicators for 2022/23 but will be published with the next update where available. There is a significant reporting lag for any government data on the county’s carbon emissions or renewable energy.

### **Public engagement**

14. All 18 Area Boards have confirmed Addressing Climate Change / Environmental Issues as a priority for 2022/23 and appointed an Environment Lead. An update on projects in each area is included at **Appendix 2**.
15. A facilitated action planning day was offered to all Wiltshire town and parish councils on 27 March 2023 with a follow up session planned for 17 May 2023. 40 staff and councillors attended, representing more than 32 local councils. The day covered the science of climate change, its current and future impacts locally, and their effects on nature, livelihoods and people. Action planning included the levers of influence available to local councils, and the areas of action such as energy generation, transport and waste. The local councils then considered how to engage and communicate with their residents and businesses within their communities. Finally, they decided on actions that they could do immediately.
16. The Wiltshire Climate and Environment Forum (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) held its second formal meeting in January 2023 to discuss the Air Quality Action Plan (AQAP). Discussions were held on how to best engage with the public and interest groups through the consultation process, comments about the overall objectives contained in the AQAP and any areas or issues currently missing that should be included in the plan. The third formal meeting in April focused on waste and recycling.
17. Wiltshire Council featured at the UN Climate Change conference COP27 in Egypt in November 2022 as part of a campaign that showcases the activities and projects that councils are delivering to tackle this global issue. The Local Government Association's (LGA) [Pass the Planet campaign](#) focuses on the action councils across the country are taking to limit global warming.

18. Wiltshire Council submitted three case studies to the LGA to showcase at the event with all being used in its 'mitigation', 'finance', and 'collaboration' strands of the campaign. The case studies include:
- the [work the council carried out with stakeholders](#) to put together its Wiltshire Climate Strategy;
  - an [innovative project to help Year 7 students learn maths](#) by using real data from the council's climate strategy consultation;
  - and the [Salisbury River Park](#) - a partnership project with the Environment Agency which addresses a number of climate change issues, reducing flood risk for over 350 properties in the city, improving the environment for wildlife and residents with tree planting and habitat creation as well as encouraging greener forms of transport like walking and cycling.
19. The council also featured in one of 40 new [case studies](#) launched by Friends of the Earth and Ashden celebrating local authority action on climate. They demonstrate how councils have implemented successful initiatives and solutions in response to pressing local challenges, as well as the need to fulfil their own green targets and counter the climate emergency. Wiltshire Council was praised for its fuel poverty support service and its retrofitting council housing.
20. A new [webpage](#) has been published on the council's website setting out the different ways that the council works in partnership to meet its climate objectives.
21. The Wiltshire Youth Council came up with an event for all schools across Wiltshire to participate in to help promote positive changes regarding climate change - named Eco Week. Eco Week took place from 6 to 10 March 2023. During Eco Week 17 schools ran a range of different activities that contribute to the promotion of those positive changes that we need to make to combat climate change and some actions were posted on social media using the hashtag #wycecoweek.
22. All schools received an information pack with full details of how to participate and a certificate for participating in the event, with a prize for both first place (a tree sapling) and second place (an engraved wall plaque). Some of the activities included: switching off the lights to save energy, a display of eco-themed books in the school library, tracking how many journeys to and from school were made on foot and by bike, a wax food wrap demonstration, rewilding an area of the school, new compost bins, and the distribution of free sustainable period products.
23. In August 2022 the council's libraries team secured £0.002m from The Green Libraries Partnership. This funded a new collection of books covering climate change and sustainable living, and enabled a partnership with Sustainable Devizes, which aims to provide resources, host activities and author talks on the theme of climate change. A [video](#) summarising the project is available online.
24. The council's libraries became [warm spaces](#) during the colder weather and residents have been welcomed to sit, stay, chat, and connect with staff and volunteers. They

have distributed warm packs to anyone who might need them (1,000 packs so far). They have supported customers asking for energy advice and made more than 80 referrals to [Warm and Safe Wiltshire](#) and the Rural Communities Energy Support Network.

## **Adaptation and Resilience**

25. Work is progressing on the [Salisbury River Park](#), the council's flagship climate adaptation project. The latest newsletter is available [here](#).
26. Wiltshire Council is investing an extra £1m between 2022/23 and 2024/25 to empty gullies and help prevent flooding in the county. The investment is in addition to the £1.27m the council spends annually on emptying gullies and is being spent on an extra combination jet vacuum unit that allows the council's highways teams to focus on problem areas throughout the county that are at most risk of flooding. The council is already putting this new kit to good use, with more than 1,000 extra gullies emptied and 120 tonnes of debris removed since October 2022.
27. The council has started the process of reviewing its Climate Adaptation strategy however due to capacity issues this is unlikely to be completed until 2024.

## **Delivery theme: Transport**

### **Electric Vehicle Infrastructure**

28. The council's current commercial provider, BP Pulse, reports many of the council's existing EV charging units are offline, out of action, and un-repairable due to their parts no longer being available from the supplier. The council has tendered the replacement of all charging units and a new provider Joju Solar has been selected for the contract. Sites have now been surveyed and works have started. So far Joju have installed 16 charging units, each having 2 charging points. 10 of these are replacements and 6 are brand new. Most of the fast-charging units will be replaced by mid-2023, with the rapid charging units being replaced last due to their availability (see full list of sites in **Appendix 3**).
29. Following a successful webinar in September 2022 to communicate the council's approach to EV charging infrastructure, Town and Parish Councils are able to apply for grant funding to install public EV charging infrastructure in their communities, with Wiltshire Council funded grants of up to £0.003m per site. The response was excellent with the maximum number of applications reached, covering 35 sites. These grants can supplement other funding sources such as the government's On-Street Residential Charging Scheme (ORCS). **Appendix 3** details the grant applications that have been received.
30. Wiltshire Council has been allocated up to £0.086m under the UK Government's Local Electric Vehicle Infrastructure (LEVI) Capability Fund. This is resource funding to ensure local authorities have dedicated staff to undertake the planning and delivery of local EV charge points in their areas, especially for residents without off-street parking. Information on future years' funding is expected to follow in due course.



## Public transport

31. Wiltshire Council published its first Bus Service Improvement Plan in October 2021 which is aimed at improving and increasing bus usage by:
- a. Supporting the local economy through improved access to shops and areas of employment to help build back and improve the economy post covid.
  - b. Improved services to support vulnerable and elderly residents to access essential services such as shopping and medical appointments.
  - c. A reduction in carbon output and improvement in air quality by reducing the number of car journeys across Wiltshire.
  - d. Supporting leisure travel and local tourism through improved weekend, rail link services and more extended bus services.

November 2022 saw the [first annual review](#) with many achievements since 2021.

32. New Real Time Passenger Information signs have been installed at bus stops throughout Wiltshire. The new signs, which cost around £0.6m, were installed during October and November 2022, and will replace the current outdated signage, which had been in place for many years and had reached the end of its life. This investment into Wiltshire's public transport system will improve the experience for bus users throughout the county.
33. Plans for a new station in Corsham have taken another step forward after Wiltshire Council, in partnership with Corsham Town Council, Michelle Donelan MP and other local stakeholders, submitted a Strategic Outline Business Case (SOBC) to the Department for Transport (DfT) in November 2022.
34. Preliminary assessments indicate that the site of the original Corsham Station site is likely to be the best location for the new station, and four train service options have been considered: an hourly service between Bristol and Oxford; an hourly service between Bristol and London Paddington; a combination of the first two options; and two services per hour between Bristol and Oxford.
35. The SOBC includes an economic assessment for each of the four service options that shows that all of the options generate significant levels of demand, benefits and revenue. If the project passes the SOBC stage, it will move to the Outline Business Case (OBC) stage, which looks in more detail at the design, planning, access, operational feasibility and demand forecasting. Future timescales for the next stages of this project will depend on the availability of funding from DfT.
36. The results of a feasibility study for the Department for Transport (DfT) into a new railway station for Devizes have now been released by Network Rail. Wiltshire Council, Devizes Development Partnership and GWR worked closely with Network Rail to undertake the study, which concluded that the strongest case for a new rail station at Devizes would be as part of a wider rail improvement programme for Wiltshire.
37. The results of the study have now been submitted to the DfT who will make a decision as to whether the project will progress to the next stage of development. Further joint

work between the rail industry, Wiltshire Council and its local partners is already under way to look at what potential new services could be introduced across Wiltshire, and the infrastructure and trains that would be needed to make this viable.

### **Active travel**

38. Representatives of South Western Railway (SWR), Wiltshire Council, Wiltshire College and University Centre and Co Bikes were at Salisbury station in November 2022 for the launch of the station's new cycle hub. This is the first phase of forecourt improvements which SWR will be part-funding through their Customer and Communities Improvement Fund.
39. The hub is a joint project between SWR, the national Department for Transport, Wiltshire Council and Co Bikes with 74 cycle parking spaces and an e-bike docking station. SWR is working to increase the sustainable onward travel options at its stations. This new £0.360m addition to the station is an example of the growing number of convenient green options for transport across the SWR network, especially in the West of England, as it joins the e-bike facilities available at Cranbrook, Honiton, Pinhoe, Exeter Central and Exeter St David's stations.
40. Wiltshire College and University Centre has installed a Co Bikes docking station at its Salisbury Campus to improve the green travel offer for students and staff arriving at the station. This is hopefully the first of many across Salisbury and the surrounding area to link up with the railway station.
41. Wiltshire Council partnered with Sustrans to deliver a behaviour change project to secondary school pupils to raise awareness of climate change, air quality, and the impact of transport. An action plan was co-developed with the pupils and their schools to overcome barriers to active travel and kick start school led active travel campaigns and initiatives.
42. The 5 schools involved in the project developed action plans, providing a tool to make meaningful and lasting change for the schools. The development of self-led resources means other schools across the county can follow a similar process to increase active travel and reduce their carbon footprint.
43. Funding for Bikeability in 2023-24 has now been confirmed by Active Travel England, although currently only on a one-year basis, rather than the multi-year allocation previously suggested. Over 1,200 pupils have attended Bikeability training since the start of the school year in September 2022, with another 2,000 booked for courses in the spring and summer.
44. Five new self-employed Bikeability instructors have been engaged in recent months to expand the existing team. 2,500 primary pupils have attended WalkSafe pedestrian training since September and 74 have attended Scootability, with around 600 further places booked. Recruitment of two additional instructors is in progress.
45. The council put in a bid for Government air quality funding for a cycle hire scheme, Electric Co Car hubs & Cycle Hangars in Salisbury and a county-wide bus information/

marketing project. Unfortunately, the bid was unsuccessful, however we will be bidding for future grant funding opportunities.

46. Wiltshire Council has submitted a bid to Active Travel England (ATE) for funds to support walking and wheeling routes in the county. ATE looks to fund active travel infrastructure that promotes walking, wheeling and cycling as an alternative to taking the car.
47. ATE indicated a funding allocation of £0.878m for Wiltshire, and the bid's proposed schemes had to meet a minimum assessment threshold to ensure they promote and encourage walking and wheeling. In addition, ATE encouraged bids for the construction of schemes during 2023/24, although the design and development of new facilities will be considered.
48. Local authorities with high quality schemes that are ready for construction were also encouraged to bid for more than their allocation, with the potential to secure funding for schemes above the indicative funding allocation. Wiltshire Council has done this, recognising that it will be in competition with all other local authorities and these schemes will be subjected to a more stringent assessment. The outcome of this bid is expected to be announced in May 2023.
49. A successful pilot equestrian 'Close Pass' event was held in April 2022 with the wider Road Safety Partnership and the British Horse Society. The event saw 19 drivers stopped and given advice. Operation Close Pass is a Police-led initiative aimed at improving driver behaviour when overtaking cyclists or horse riders. The basis of the operation is a rider/cyclist riding along a suitable stretch of road. The bike or horse rider are fitted with cameras and the riders carry a Police radio. If they are overtaken in a dangerous manner (a 'close pass') they will call it in and a member of the Roads Policing Unit (RPU) will pull in the driver to a safe point where they are 'given words of advice' by a Police Officer.
50. Drivers are then asked to listen to an education piece by members of the Partnership explaining the impact of close passes and how they affect actual and perceived safety on the road and how better driver behaviour can encourage more active travel. Dangerous behaviour by drivers, particularly when overtaking or following riders has a huge impact on safety and wellbeing and fear of such behaviour can deter less experienced riders from using the roads. We have previously run cycling Close Pass events in Swindon, Trowbridge, Melksham and Devizes, with another planned for April 2023.

### **Car clubs**

51. Wiltshire Council has asked people, businesses and community organisations in Devizes for their views on proposals for an electric car hire scheme. The council is working with electric car provider Co-Cars to establish local demand with a view to bringing affordable access to electric cars to people in Devizes.
52. If survey respondents indicate that there is enough demand for electric hire cars, Co-Cars would locate the cars, which are bookable for periods of time from half an hour,

around the town. People who join the scheme as members would have access to electric cars without having to own one, helping them to save money and improving air quality.

## **Delivery Theme: Housing and the Built Environment**

### **Planning**

53. The council is at an advanced stage of reviewing its Local Plan. A draft will be considered by Cabinet in the summer 2023. The revised Local Plan will promote sustainable growth as a central theme, recognising the council's corporate aspirations to tackle climate change. The Local Plan will deal with the following matters:
- a) Site allocations that are located in the most sustainable locations, recognising the role that Wiltshire's diverse settlement pattern plays in supporting the local economy
  - b) Policies that promote sustainable forms of construction
  - c) Policies that take the opportunity for supporting renewable energy proposals in appropriate locations
54. Working collaboratively between the climate team and the development management service, the majority of planning decision notices, including all householder applications and listed building consents are now including an informative note about climate change. This sets out that Wiltshire Council has acknowledged the climate emergency and is seeking to make the county carbon neutral.
55. Encouragement for energy efficiency, the use of renewable and low-carbon technologies, as well as electric charging points is set out and people are invited to contact the climate team to discuss this further. The reach of planning decision notices is wide with between approximately 100 and 200 decision notices issued each week. This means that through the informatives, the development management service is helping to support and encourage the mitigation of, and adaptation to, climate change.

### **Private Sector Housing**

56. Wiltshire Council has worked with developers, Newland Homes to build six zero-carbon affordable rent and shared ownership homes in Semington. The development, built under a Section 106 agreement, provides four affordable rent and two shared ownership homes. They use the latest zero carbon technology, in a rural location with no access to mains gas. These zero carbon homes have solar panels and air source heat pumps with an Energy Performance Certificate (EPC) rating in excess of 100 and an A category for energy efficiency. This is part of Wiltshire Council's programme to provide 1,000 affordable homes over the next decade.

### **Fuel poverty and housing retrofit**

57. The council has been successful in securing more than £3.623m of Government funding, which will increase the energy efficiency and reduce the carbon footprint of up to 210 homes in the county. The funding is part of the Government's Department of Energy Security and Net Zero's Home Upgrade Grant Phase 2. It will be spent on

retrofitting up to 210 Wiltshire homes by March 2025, supporting the council's ambition for the county to be carbon neutral by 2030.

58. In 2021, the council was successful in securing almost £0.550m, which was used to improve 90 of its least energy efficient council homes. This additional funding will allow the council to support retrofit for owner occupied and privately rented homes that are not connected to mains gas and are EPC band D-G subject to household income levels.

59. A whole house retrofit takes each house in its own right and considers the fabric, the heating and hot water requirements, ventilation and the people living in the property to establish the correct measures to implement for that individual property. Some of the measures deployed to retrofit a property include:

- Energy efficiency measures such as wall, loft and underfloor insulation
- Low-carbon heating technologies such as heat pumps
- Smart measures such as smart heating controls.

60. The council has also ear-marked some of its UK Shared Prosperity Fund allocation to ramp up its fuel poverty work over the next two years. A new Retrofit Development Manager position has been created within the climate team to drive this forward.

61. Progress on our council [housing energy efficiency programme](#) (HEEP) works has been limited in the last 6 months. The Housing Service is currently in the middle of the procurement exercise to secure new term maintenance contractors for the next 5-10 years. The current contractors are limited in their ability to take on the additional HEEP work as while their future is uncertain they are reluctant to undertake significant expansion of their capacity. The Housing Service itself is also carrying a significant number of vacancies resulting in the service having to concentrate on priority works in recent months. Recruitment is underway to fill these vacancies.

62. Larger PV installation projects on communal block roofs have been delivered along with HEEP-related works at individual properties with replacement heating and hot water systems. The HEEP work programme will accelerate through the summer and autumn 2023 as the capacity of the Housing Service improves and the new term maintenance contractors are appointed.

63. The Warm and Safe advice service for Wiltshire and Swindon has been extended for a further 3 years (with the option to extend for a further 2 years) and will underpin all of the above initiatives, through helping to identify eligible households needing assistance.

64. Local housing associations Aster and Selwood were successful in a consortium bid for Social Housing Decarbonisation funding together with 10 other social housing providers and the SW Net Zero Hub. The £24.8m consortium bid aims to deliver a retrofit programme to 989 homes across the south-west. Aster applied for funding for 103 properties across their portfolio of which 56 are in Wiltshire. The Aster project is for a total of £1m with more than £0.5m in grant funding. Selwood was awarded £1.4m

alongside £4.3m co-funding from Selwood Housing, to deliver 'fabric first' improvements to more than 150 homes in Wiltshire.

## **Schools**

65. There are currently [25 schools in Wiltshire](#) signed up to the national [Let's Go Zero](#) campaign, which calls for government action for zero carbon schools. The campaign unites and supports teachers, pupils, parents and students as they work towards net zero by 2030. Actions to cut carbon involve procurement, energy use, travel, waste and food.
66. [Energy Sparks](#) is a charity that provides an online, school-specific energy analysis tool and energy education programme. In November 2022 schools, subject to some specific criteria (council maintained school, have AMR meters and on the council's West Mercia energy contract), were invited to apply for a Wiltshire Council grant to pay for a year's worth of energy data from their energy provider. A requirement of the grant was that the school signed up to work with Energy Sparks who can then use that data to help reduce their bills and environmental impact.
67. Wiltshire Council gave grants to 25 schools to access their energy data who enrolled with Energy Sparks. As part of this promotional effort a number of other schools, who did not meet the grant eligibility criteria, also enrolled with Energy Sparks. Consequently, the data grant project has significantly boosted the number of schools across Wiltshire that are taking positive, proactive measures to help reduce their energy bills and carbon footprints through the Energy Sparks programme. This programme is also an educational tool and so will have positive impacts beyond the schools as students (and staff!) apply their learning to their lives at home.
68. In the 40% of schools which are maintained by the council, we are committed to reducing carbon emissions through innovation and new greener technologies available on the market. With the maintenance projects at schools this is being achieved through the installation of LED lighting, energy saving heating solutions and the application of warm roofs when replacing old flat roofs to increase the thermal values of each. New schools, and new blocks at existing schools, are also being designed to be net carbon zero in operation.
69. In December 2022, the DfE announced some additional capital allocations for schools to improve energy efficiency, at a rate of £0.010m per school plus £20.06 per pupil, which resulted in schools directly receiving between £0.011m and £0.067m per school, totalling £4.2million across the County. Guidance was also provided on sensible steps for reducing energy use and works to improve energy efficiency of your buildings.

## **Delivery theme: Natural Environment**

### **Engagement**

70. Wiltshire Council is one of the main organisers of the South West AgriTech event for farmers and landowners which is being held at Devon and Exeter Racecourse on 20<sup>th</sup> April 2023. AgriTech provides Precision Farming, Precision Irrigation, & Precision

Climate Monitoring Solutions & Advice. The main themes of the event are the implementation of AgriTech into farming systems and soil health/carbon sequestration/biofuels and how farmers and landowners can benefit from these opportunities. We are anticipating up to 40 companies/agencies/Universities to attend and up to 250 farmers/landowners from across the South West.

### **Woodland creation**

71. Wiltshire Council, in partnership with Swindon Borough Council, has successfully bid for £0.295m grant from the Government's Forestry Commission and DEFRA Woodland Creation Accelerator Fund. The aim of the fund is to provide local authorities with financial support to bring on board the additional professional expertise they need to drive tree planting and woodland creation commitments.
72. The grant covers two years and will fund new dedicated Woodland Officers to work across Wiltshire and Swindon. The role of the officers will be to:
- assist communities and landowners with developing bids for grant funding for planting schemes including assisting with writing management plans
  - bring communities, partners, and landowners together to deliver tree planting on the ground
  - produce a woodland and tree strategy to guide further delivery of planting for communities and landowners, ensuring the right trees are planted in the right place
  - work with Lower-Layer Super Output Areas (LSOAs) communities of multiple deprivation in Swindon and Wiltshire to deliver tree based environmental improvements. LSOAs are small areas designed to be of a similar population size.
  - coordinate a revitalised 'Tree Warden scheme' to engage communities with tree planting and conservation.
  - Monitor, record, and map the delivery of tree planting across Wiltshire to help ensure national Government targets are met
73. The project will help to meet national and local aims related to increasing biodiversity, improving air quality and using nature to help reach carbon net zero targets. It will help deliver tree planting targets to deliver 111Ha of trees in 2023/24 and 222Ha of trees in 2024/25. It is anticipated that the majority of these will be delivered through community and private landowner initiatives, working with partners such as the Woodland Trust, and Forestry Commission to develop bids for funding.
74. The Trowbridge Bat Mitigation Strategy contains a means to mitigate for the effects of development around Trowbridge which causes poor quality habitat and loss of connectivity through increasing levels of urbanisation (noise, cars, people, buildings etc). New development in the area must make a contribution to deliver strategic habitat mitigation. With this funding the council is delivering a target of at least c.6 hectares of woodland and c.11km of new hedgerow and these habitats are to be created close to important areas for bats. Working with local landowners we are planting 500m of new hedgerows this winter. We have another 4.5km of hedgerow planting and 6 hectares of

woodland planting planned in winter 2023/24. These are all part of the overall targets in paragraph

### **Delivery theme: Energy**

75. Wiltshire Council is working in partnership with Swindon Borough Council and independent experts iChoosr to give residents the opportunity to invest in renewables through the Solar Together group-buying scheme for solar panels and battery storage. We are on track to deliver more than 700 installations in Wiltshire totalling more than 6000 solar panels by May 2023. More than 80 private EV charge points have been installed across Swindon and Wiltshire alongside the solar installations.
76. The latest monthly report from iChoosr states that up to end of March, Wiltshire residents had invested a total of £6m on their installations, with a total of 2,148 KW installed from solar PV and a total CO2 reduction of 10,800 tonnes over 25 years (equivalent to 432 tonnes per year; for context, an average household, including driving, emits 8.5 tonnes per year). Wiltshire and Swindon Borough Council will be running a second joint scheme from June 2023.
77. Wiltshire Council is working in partnership with Scottish and Southern Electricity Networks (SSEN), as we are keen to explore ways to produce a Local Area Energy Plan (LAEP). Representatives from both met on the 1st of March 2023 to discuss changes to the price control framework for Distribution Network Operators, the current SSEN approach, and the LAEP+ tool.
78. Previously upgrades to supply were purely reactive and cost was attributed to whoever applied first, the new changes mean proactive planning for grid upgrades can happen as well as sharing the cost with beneficiaries. Essentially it is becoming more feasible to get the grid upgraded and aligning grid capacity with where demand e.g., new developments are going. Therefore, focus should be on investing and connecting. The LAEP+ tool was also discussed, as this could allow LAs to map investment decisions onto SSEN's network and see their capabilities (e.g., new EV charging points). There is also a possibility for Wiltshire Council to be part of 10 councils trialling the LAEP+ tool within the next year.

### **Delivery theme: Green economy**

79. Wiltshire Council is preparing a draft Economic Strategy which we are engaging with stakeholders on. The document advances commitments made in the Climate Strategy:
- *We will pursue investment in low carbon and green skills and create opportunities for our skilled population to use their talents within the county, reducing out-commuting and brain-drain.*
  - *The future economy will include more jobs in sectors such as renewable energy, electric vehicles and installing low carbon heating in buildings. This is a huge opportunity for Wiltshire in supporting our economic resilience, and in encouraging industry and businesses that enable other sectors to decarbonise.*



80. We will have a specific workstream on the **Transition to Net Zero** and will include the sentiments (if not the exact words as below):

- Wiltshire Council's Climate Strategy establishes that our economic activity must avoid environmental degradation and be efficient, resilient, and fair. Wiltshire must embrace the circular economy which preserves and recycles resources. We should support investment in sectors that can support a transition to net zero as well as reducing the environmental impact of businesses and services.
- The future economy will include more jobs in sectors such as renewable energy, electric vehicles and installing low carbon heating in buildings. This is a huge opportunity for Wiltshire in supporting our economic resilience, and in encouraging industry and businesses that enable other sectors to decarbonise.
- Supporting local employers to make the transition to producing net zero and sustainable goods and services is essential for local growth. We will work to support the transition and increase the supply of skilled employees by responding to the demands of local firms to reskill workforces, particularly in construction, healthcare and auto-trade sectors.

81. To grow the green economy in Wiltshire, increasing capacity and skills in key sectors to meet demand and delivery targets. We will support the following projects:

- Support the growth of businesses focused on sustainability and zero carbon innovation and attract new ones to invest in the county through our Inward Investment and Wiltshire 100 measures.
- Through our business networks we will provide examples of practical measures to transition to net zero and showcase what leading businesses are doing on this agenda in Wiltshire
- UK Shared Prosperity Fund (UKSPF) Business Fit for Future aims to support for business transition to net zero, including support from intermediary and support on growth projects linked to decarbonisation.
- From 2024 the UKSPF Green Skills for Net Zero Economy will invest to improve workforce skills that link to net zero and transition to decarbonisation, focused on learning infrastructure for high-value qualifications and direct support to businesses for green skills targeted and reskilling high carbon sector workforces.

### **Delivery theme: Waste**

#### **Waste and recycling collection services**

82. Wiltshire Council has launched a new public awareness campaign to provide residents with more information about what can and can't be recycled through its kerbside collection service and how to correctly dispose of potentially hazardous items. The campaign, called 'Recycling - let's sort it!' aims to improve recycling rates by reducing the levels contamination. Monitoring of materials received at the recycling sorting

facility has shown an increase in items that can't be recycled through the council's kerbside scheme being put in blue-lidded bins.

83. Contamination can include non-recyclable waste such as nappies and bags of general refuse, items that may be physically recyclable but not through the council's kerbside scheme (such as bread bags and carrier bags) or recyclable items that are heavily contaminated with food and grease, etc (e.g. plastic packaging still containing meal remnants).
84. Importantly, the campaign looks to raise awareness of how to dispose of potentially hazardous items safely following a recent explosion at a waste facility in Wiltshire. This was believed to be caused by a partially full aerosol can that had been placed in the recycling bin.
85. A proactive communications campaign was put in place throughout February 2023 and from March, waste collection crews have stepped up their visual checks of recycling bins and advising residents where bins cannot be emptied due to the incorrect items being placed in the recycling bin. In such cases, a red hanger is attached to the bin to advise the residents why their bin has not been emptied. Targeted communications will be deployed throughout the year in support of this project and the levels of overall recycling contamination will continue to be closely monitored.
86. From 5 December 2022, the Council expanded its kerbside recycling collection service to include household batteries from residents' homes. Residents can now place their spent household lead acid/cadmium batteries out for collection in sealable sandwich bags on top of their recycling bin. The batteries collected include AAA, AA, C and D cell batteries, as well as button-style batteries. Rechargeable batteries cannot be collected through this scheme.
87. During the period 5 December to 31 January, almost 15 tonnes of batteries were collected through this new scheme. This is the equivalent (by weight) of over 650,000 AA batteries. Batteries collected in the waste stream have been found to cause fires and are environmentally damaging if disposed of incorrectly.
88. The Leisure Loop Recycling Scheme is now in place at four swimming pools across Wiltshire (Five Rivers Health & Wellbeing Centre in Salisbury, the Olympiad Leisure Centre in Chippenham, Trowbridge Sports Centre and The Vale Community Campus in Pewsey), meaning that customers can recycle used pool related objects such as flip flops, goggles, floats, armbands, kickboards, pull buoys and swim caps. Once collected, the items are sorted and separated into material type (foam or plastic) and then into colour. The material is then shredded into tiny pieces and washed to create a new raw material. This raw material is then used to create new products for the industry such as flip flops – thus closing the 'leisure loop'. It is estimated that the average pool will generate roughly 15kg of waste every two to three months.

## Household Recycling Centres

89. The council is continuing to work with its contractors to increase residents' opportunities to donate unwanted items for reuse at the household recycling centres. Between August 2022 and January 2023, over 58 tonnes of reusable items were collected at the household recycling sites, saving 23 tonnes of CO<sub>2</sub>e compared with sending this waste to landfill.
90. Currently the council's waste contractor FCC works with [KFR](#), a Devizes based reuse charity, to reuse white goods and furniture collected from all 10 sites. This partnership will ensure that reuse opportunities are increased, landfill is reduced and good quality items can be made available to residents in Wiltshire.
91. The council is working with its contractors to improve the visibility and information on sites to maximise reuse donations and promote what happens to donated items.
92. Wiltshire Council and FCC's Environment teamed up with the Sustainable Devizes group to bring the reuse revolution to Wiltshire by hosting the first ever pop-up reuse shop at Devizes Market Place in October 2022. Items for sale on the day were donated at the eight FCC run recycling centres. There was an array of items for sale including tools, garden items, crockery, toys, sports equipment and bikes. Volunteers from Sustainable Devizes supported the pop-up event by showcasing repair demonstrations including free clothes mending, tool sharpening and bike maintenance checks. As a result:
- Nearly 300 items were sold
  - Approximately 2.1 tonnes of waste were prevented from going to landfill.
93. The council is now working with FCC to develop a business case for expanding the sale of reusable items across Wiltshire, using best practice from other local authority areas.
94. Paint can be expensive to buy and often is not fully used when decorating at home. It can also be highly polluting if not disposed of appropriately. In June 2022 Wiltshire Council began a trial at two of its eight household recycling centres (HRCs) in Amesbury and Salisbury, to explore the Wiltshire public's appetite for a paint reuse scheme. The pilot allowed residents to drop off their reusable paint which is safely stored at the HRC and other residents can take away paint for free for use on their own DIY projects.
95. During the first eight months of the scheme:
- Over 465 litres of paint have been diverted from expensive waste disposal treatment;
  - 35 people/families opted to use this paint as a sustainable alternative to buying new paint;
  - Over 600kg of CO<sub>2</sub> has been saved from release to the atmosphere as haulage and treatment was avoided.

- In addition to this, an estimated 1,423kg CO<sub>2</sub>e has been saved through residents choosing alternatives to buying new paint.

96. The trial was deemed a success and the scheme has now been extended to all eight Wiltshire HRCs operated under contract by FCC. Since expanding this service in January 2023, the council and FCC will now focus on actively promoting the scheme and maximising uptake. The council is also working with Hills Waste to put paint reuse facilities in place at the Lower Compton and Purton HRCs during 23/24.

### **Landfill Diversion**

97. Councils were notified by the Environment Agency in August 2022 that all Waste Upholstered Domestic Seating had to be collected, stored and transported separately from other waste from 1 January 2023, and must also be disposed of by incineration from that date. Final guidance on achieving compliance was received on 19 December 2022.

98. In Wiltshire, these items are typically collected at household recycling centres or through the council's large item collection service. Some are also collected as fly tipping. Arrangements have been put in place to allow these to be appropriately managed and have been sent to create energy from waste from 1 January. The new rules have been put in place because some upholstered seating may contain Persistent Organic Pollutants (POPs) which are harmful to the environment if these escape into water courses. POPs can be found in the fire-retardant chemicals used in the padding, linings, and coverings of upholstered domestic seating.

99. This change in disposal practice will result in an estimated 1,500 tonnes of waste being diverted from landfill, resulting in a carbon saving of approximately 651 tonnes per annum.

100. In February 2023, the council awarded a new supply contract to Great Green Systems to provide Wiltshire residents with the continued opportunity to purchase subsidised food waste digesters. This capital-funded scheme supports those households that wish to compost their food and garden waste at home. Between August 2022 and January 2023, a further 204 Green Johannas were purchased by Wiltshire residents. These composting units are estimated to have collectively diverted over 51 tonnes of food and garden waste from the residual household waste bins per year of use, which is calculated as saving 10.2 tonnes of CO<sub>2</sub>e per annum. 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**

101. The council only has direct control over 0.5% of carbon emissions in Wiltshire but can use its democratic mandate and other levers of influence to have an impact on wider emissions, including influencing strategic partners on infrastructure projects. We routinely work with partners, and will continue to meet with, and contribute to, working groups as a springboard for collaboration, showcasing, providing leadership, and to be

a catalyst for action on climate change. A summary of activity from partners is included at **Appendix 4** following a recent presentation to the Wiltshire Public Service Board.

102. The council also responds to government consultations, where relevant, and inputs to government funding programmes to make sure they are appropriate for Wiltshire residents and business, and that they are available at the scale required to meet our targets. We join other local authorities and representative organisations such as the Association of Directors of Environment, Economy, Planning and Transport (ADEPT) to lobby the government. More information on the council's partnership activity is now available through a new [webpage](#).
103. Our carbon literacy training programme is gathering pace, with 58 managers having now received carbon literacy training. In order to receive certification by the Carbon Literacy Project, each member of staff trained is required to make two pledges setting out actions they will take in the workplace to reduce the council's carbon footprint. Wiltshire has recently received the bronze Carbon Literate Organisation award and is aiming for a silver award by end of 2024.

### **Procurement**

104. Wiltshire Council has adopted a [socially responsible procurement policy](#), which has a focus on green economy and sustainable environment, and this was a factor in awarding recent highways and street maintenance contracts. Milestone Infrastructure began its £80m, five-year contract to help make the county's highways more resilient on 1 April 2023.
105. The Milestone Infrastructure team will help to keep Wiltshire moving by maintaining streetlights, cleaning and emptying gullies and drains, repairing potholes, gritting in winter, undertaking emergency maintenance and maintaining carriageways, footways, bridges and verges.
106. The five-year contract has a focus on reducing carbon emissions, as part of council's Business Plan commitment to become carbon neutral as an organisation by 2030.

### **Pensions and investments**

107. Wiltshire Pension Fund (WPF) has a well-developed Responsible Investment Policy and has made significant progress in its decarbonisation process and transition pathway. A recent [video](#) sets out the fund's approach. In addition, the Pension Fund Committee have made several climate-related commitments which include a whole Fund carbon reduction target of 50% by 2030 and a listed equities carbon reduction target of 43% by 2025, and 69% by 2030.
108. At its meeting on 23 March 2023, the pension fund committee approved the following statement:
- “As a long term investor, WPF's goal is to protect the investments from climate change risk, and safeguard the financial future of the Fund. We support a global warming scenario of well below 2°C, and have an ambition to achieve net-zero carbon

emissions across all investment portfolios by 2050. We do not see a long-term place for fossil fuel investments in our portfolios, and will work towards being fully divested from these companies by 2030. In the short term we will continue to monitor our holdings in these companies, to ensure that any such investments are helping to finance real-World change. Alongside this, we will continue to invest in renewable infrastructure and climate solutions, to help create replacements for traditional fuel sources, and contribute towards building a sustainable energy economy. This approach aims to ensure that the Fund's risk of exposure to stranded assets is well managed, and that the Fund can benefit from the investment opportunities presented by the transition to a low carbon economy.”

109. This will be accompanied by some explanations around an exact definition of fossil fuel companies, and practicalities for implementation, in the next revision of the Fund's responsible investment policy in September 2023.
110. Additionally, the Fund has strategic allocations to Paris-aligned equities (12%), sustainable equities (5%) and renewable infrastructure and climate solutions (7%). We have also assessed the net zero alignment of all our investment portfolios. These portfolios will all contribute to reducing fossil fuel exposure and investing in sustainable alternatives.
111. Brunel Pension Partnership have published an updated [Climate Change Policy](#) following consultation with partnership funds. In the section setting out stewardship and engagement, divestment is included in its approach to escalation.

## **Fleet**

112. Telematics have now been installed in all 200 of our directly controlled vehicles. The data generated links fuel consumption and CO<sub>2</sub> emissions to driver behaviour and will maximise the effectiveness of daily service and minimise running and abnormal repair costs, such as accident damage. The data will enable annual reporting to managers on vehicle performance, helping to avoid unnecessary travel, and will inform size of vehicles and reduction in fleet size.
113. Children's Services are piloting using the council's pool cars to reduce the amount of work travel.
114. In a service where spreading salt on the highway can be seen as un-environmentally friendly from the outset, then cleaner green emissions are what we are striving for in other ways. By upgrading our ageing gritters and replacing them with a new modern fleet with euro 6 compliant diesel engines, our emissions have now reduced dramatically.
115. We are proud that we have continued on our journey to improve our climate objectives with our replacement fleet, as well as making fuel savings they also have a greener regeneration exhaust system to help remove the particulate matter.
116. Each vehicle also has a touch screen control system enabling the flow rate and spread of de-icers to be controlled and the Econ Low Throw mechanism has been designed to reach under vehicles for urban settings or busy roads to optimise de-icing application

keeping the salt on the road and reducing the amount overspread and wasted on verges.

### **Avoidance of travel**

117. In the last year the council's training team has carried out 91% of all training online rather than face to face. For example, the council's Children and Families team have increased online training for foster carers to reduce the need to travel.

### **Static emissions**

118. Leisure centres generate the largest proportion of the council's emissions. New air source heat pumps running on green electricity have therefore been installed at Salisbury Five Rivers Health & Wellbeing Centre, Corsham Springfield Campus and Chippenham Olympiad. The pump at Fiver Rivers is one of the biggest in the country, meaning the facilities are now carbon neutral for all their energy use. The work has been delivered by the council's Strategic Asset Maintenance & Facilities Management (SAM&FM) Energy Team and funded through the government's Public Sector Decarbonisation Scheme (PSDS).
119. This scheme from the Government's Department of Energy Security and Net Zero provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures. An air source heat pump works much like a fridge operating in reverse, by transferring heat from outside air into water, which can then heat rooms via radiators or underfloor heating. It can also heat water being stored in a hot water cylinder for hot taps, showers and baths. The pump will use zero carbon electricity to run but uses less electrical energy than the heat it produces, making it more energy efficient.
120. Since 2021 the following work has been delivered through the council-funded Property Carbon Reduction Programme and the Government-funded Public Sector Decarbonisation Scheme:
- Air source heat pumps – installed at 3 sites reducing gas usage by c. 6,200 MWh per annum with a carbon saving of 1,142 tonnes pa
  - Biomass heating – installed at 2 sites reducing gas usage by 1,274 MWh pa with a carbon saving of 234 tonnes pa
  - Solar photovoltaics – across 54 installations in 2022/23 we generated 1,746 MWh of electricity saving the council £0.630m pa (at current rates). This is more than five times what we generated just four years ago (324MWh in 2019/20).
  - Air handling units – replaced 5 systems with new energy efficient systems saving 93 MWh pa electric and 911 MWh of gas saving a further £0.042m from gas and £0.021m from electric
  - Inverters – installation of pump inverters is saving 54 MWh pa

- Building Management Systems – energy efficiency upgrades and re programming saving 57 MWh pa of electric and 810 MWh pa of gas saving us £37,000 from gas and £173,000 from electric
- LED Lighting – installed at 2 sites saving a further 82 MWh pa

121. All 16 swimming pools within the leisure estate have reduced the pool water temperature from 29 to 28.5 – 28.7 degrees. The targeted outcome is to reduce utility consumption and costs. As the pool water temperature has been reduced the air handling can also be adjusted to a degree above the water temperature and this will significantly reduce the utility consumption as the system runs all the time to maintain pool water temperature.
122. The Gym Air Conditioning units have been raised to 20 degrees rather than running at 18 degrees to reduce the usage which is not only a big cost but also generates a significant carbon footprint.
123. In addition the Leisure Service is in the process of introducing a Good House Keeping representative for each of its 20 facilities; on a monthly basis the representative will self-audit the building and report issues which will affect the wastage of utilities within the site and promote energy savings to all staff. It will also give staff an opportunity to have their say on what they think might be good energy saving ideas for the site. Simplified energy graphs advertising year on year utility consumption are now displayed in staff areas to raise awareness of the need to reduce energy usage and the demonstrable results of certain projects and actions.
124. With the Printer Replacement Programme, the council's ICT directorate has contributed to the council's goal of carbon-reduction. Thorough planning, leveraging advances in technology and encouraging changes in behaviour have resulted in reductions in energy and toner consumption, printing and ultimately costs so contributing to increased operational efficiencies. Phase 1 of the programme replaced the aging and unreliable printers within the hubs with printers that use 60% less energy and can print 36% more pages per toner cartridge. Additionally, the number of printers was reduced by 50%. The reduction in printer use during Covid is being encouraged to continue despite staff being back in the office, with aims to reduce printer use by 77% which would save 2.4 tonnes of paper per year. Phase 2 is currently underway and focuses on satellite sites, again with a goal of reducing the printers significantly whilst maintaining operational efficiencies.
125. The council has also achieved two sustainability milestones within its two data centres. In the years between 2018/19 and 2021/22 we have been able to significantly reduce the energy consumption used in the Primary Data Centre in County Hall by 46% and the Secondary Data Centre in Monkton Park by 51% through replacing outdated equipment with more energy-efficient models.

### **Carbon offsetting study**

126. Last year Wiltshire Council worked with sustainability consultants Anthesis to help us define Pathways to carbon neutrality in line with our climate goals. We have now engaged Anthesis again, to work with us to develop the council's approach to offsetting.



Our goal for the council is to be carbon neutral by 2030. Beyond 2030 we are likely to have some residual emissions that will need to be offset to achieve our commitment. These offsetting solutions will need to be put in place well before 2030 and therefore we need a clear action plan now.

127. In addition to looking into how to offset the council's own emissions, we will be looking at how to enable the whole county's emissions to be offset, with some of the options including bringing in money to fund projects such as retrofitting homes within the community and delivering renewables as well as tree planting. Therefore, this is a critical piece of work that could help to deliver carbon reduction within the county that might not otherwise happen.
128. During January and February 2023, we engaged with council officers, councillors, and external stakeholders in six workshops. In these workshops Anthesis introduced technical information about offsetting, and discussions took place to help inform the Anthesis team about key local contexts, relevant policies, actions taken so far (successes and challenges), and future plans and opportunities. The discussion brought about in these workshops will aid in the report Anthesis are producing for the council, to be published in Spring 2023.

### **Overview and Scrutiny Engagement**

129. The Climate Emergency Task Group have been involved in the development of the Climate Strategy and delivery plans as well as scrutinising key pieces of work. The Task Group will be meeting to discuss this report on 28 April 2023.

### **Safeguarding Implications**

130. The impacts of climate change are amplifying safeguarding issues and falling heavily on vulnerable people both globally and in the UK.
131. Evidence suggests that vulnerable demographic groups experience disproportionate effects on their health outcomes from climate related impacts.
132. This includes young children, babies and older people who are particularly affected by extremes in temperature and the disruption caused by severe weather such as flooding<sup>1</sup>. 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**

133. Climate change and public health are inextricably linked. Having a climate strategy 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

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

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**

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

### **Equalities Impact of the Proposal**

135. 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**

136. 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**

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

### **Financial Implications**

138. In response to the climate and ecological emergency and the resolution made by Council to seek to make the county of Wiltshire carbon neutral, a Sustainable Environment is a key principle of the Council's Business Plan.
139. 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.
140. To date spend that contributes to delivering against the carbon reduction programme totals £25.031m Capital and £0.587m Revenue. Investment has been committed for 2022/23 and future years totalling £71.058m Capital and £9.553m Revenue. In additional grant bids have been successful for a further £3.918m and will be added to the relevant programmes in due course and we are awaiting the outcome for Active Travel bid for £0.978m. The tables below provide detail at programme level.

Table 1 – Capital Programmes

CAPITAL	Previous Years	2022/23	Future Years	Total
	Spend	Budget	Budget	
	£'m	£'m	£'m	£'m
HRA - Housing Energy Efficiency Programme	0.378	2.000	50.247	52.625
LED Programme	11.533	0.762	-	12.295
Salisbury River Park Scheme	6.155	-	-	6.155
Fleet - Carbon Neutral Fleet / Electric Vehicles	0.006	0.987	1.480	2.473
Local Authority Treescape Fund - BOA	-	0.071	0.026	0.097
Property Carbon Reduction Programme	1.424	2.846	6.130	10.400
Park & Ride Solar Panel Canopies	-	0.300	3.200	3.500
Public Sector Decarbonisation Scheme Projects	4.566	0.639	-	5.205
Passenger Transport RTPi	0.003	0.692	-	0.695
Active Travel Fund	0.966	1.678	-	2.644
<b>Total Capital</b>	<b>25.031</b>	<b>9.975</b>	<b>61.083</b>	<b>96.089</b>
Grant	11.687	1.984	0.026	13.697
S106/CIL	-	0.758	-	0.758
Borrowing	12.966	5.233	10.810	29.009
HRA	0.378	2.000	50.247	52.625
<b>Total Financing</b>	<b>25.031</b>	<b>9.975</b>	<b>61.083</b>	<b>96.089</b>

Table 2 – Revenue Programmes

REVENUE	Previous Years	2022/23	Future Years	Total
	£'m	Budget	£'m	
	£'m	£'m	£'m	£'m
National Bus Strategy	0.076	0.051	0.179	0.306
Better Bus Fund - Bus Service Enhancements	0.053	-	0.619	0.672
Rural Mobility Grant	-	0.123	1.082	1.205
COMF - Warm & Safe Wiltshire	-	0.500	-	0.500
Public Health - Warm & Safe Advice Service	-	-	0.255	0.255
Additional Investment in Gully Emptying	-	0.333	0.667	1.000
Climate Change and Sustainable Living Book Collection	-	0.002	-	0.002
Trowbridge Bat Mitigation Strategy	-	0.392	1.958	2.350
Salisbury Plain SAC (Stone Curlew)	-	0.045	0.175	0.220
New Forest Recreation Management Project	-	0.094	0.656	0.750
River Avon Special Area Conservation	-	0.283	0.567	0.850
Dedicated Climate team	0.458	0.333	1.058	1.849
Solar Together Grant	-	0.031	0.150	0.181
<b>Total Revenue</b>	<b>0.587</b>	<b>2.187</b>	<b>7.366</b>	<b>10.140</b>
Grant	0.129	0.707	2.285	3.121
S106/CIL	-	0.813	3.356	4.170
Revenue Budget	0.458	0.666	1.725	2.849
<b>Total Financing</b>	<b>0.587</b>	<b>2.186</b>	<b>7.366</b>	<b>10.140</b>

Table 3 – Successful Grant Bids

Bids	Total
	£'m
Home Upgrade Grant 2 (Capital)	3.623
Woodland Creation Accelerator Fund (Revenue)	0.295
<b>Total Bids</b>	<b>3.918</b>
Grant	3.918
<b>Total Financing</b>	<b>3.918</b>

Table 4 – Awaiting Outcome Grant Bids

Bids	Total £'m
Active Travel (Capital)	0.978
<b>Total Bids</b>	<b>0.978</b>
Grant	0.978
<b>Total Financing</b>	<b>0.978</b>

141. 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. As detailed, this will require additional investment over and above the current commitments shown above. The emerging Fleet Strategy which seeks to deliver a carbon neutral position for 2030 for all council vehicles will require further capital investment in vehicles and infrastructure to achieve its objective.

### **Legal Implications**

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

### **Workforce Implications**

143. 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. We have also started rolling out carbon literacy training to staff.

### **Options Considered**

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

### **Conclusions**

145. 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: Key performance indicators

Appendix 2: Environment projects by community area

Appendix 3: EV charging infrastructure

Appendix 4: Climate action by Wiltshire partners

## Appendix 1 – Climate Strategy KPIs

Metric/Indicator - Climate * = Corporate KPIs	TARGET	Current Position 2022/23	2021/22	2020/21	2019/20
Total Wiltshire emissions CO <sub>2</sub> (territorial, Kt) *	2100Kt for 2021	Not yet available	Not yet available	Not yet available	2209 (2020)
All publicly available EV charging points in Wiltshire *	35 per 100,000 population (in line with SW average)	Not yet available	179 (35 per 100,000)	167 (33 per 100,000)	120 (24 per 100,000)
Council homes retrofitted for energy efficiency/renewable energy	All council homes retrofitted to EPC B by 2031	90	90 (at Oct 22 update)	n/a	n/a
All Wiltshire EPCs registered that were rated A to C (rolling 3 year average for all dwellings) *	Above South West benchmark (48%)	Not yet available	50%	49%	43%
Renewable energy capacity in Wiltshire (MW)*	Minimum 978MW installed capacity by 2027 (Anthesis high ambition pathway)	Not yet available	Not yet available	583 (2021)	577 (2020)
Renewable energy generation - Wiltshire (MWh) *	Total renewable generation in 2020 contributed 31% of our electricity consumption, and 6% of our total energy consumption.	Not yet available	Not yet available	573,248 (2021)	620,216 (2020)

Metric/Indicator - Climate * = Corporate KPIs	TARGET	Current Position 2022/23	2021/22	2020/21	2019/20
Solar Together – no. solar panel, battery and EV charger installations in Wiltshire	750 installations in first scheme	592 (March 2023)	n/a	n/a	n/a
Wiltshire Council's carbon footprint (August GHG return tCO <sub>2</sub> e) *	3750t for 2022/23 Overall target carbon neutral by 2030	Not yet available	5275	4401	12,321
Renewable energy generated on the council estate (MWh)	No separate target set as we need to generate as much renewable energy as possible on our own estate to enable us to meet our 2030 target.	1,746	550	450	324
Number of staff and councillors completing carbon literacy training *	Bronze carbon literacy award by July 2022; Silver carbon literacy award by end 2024 (15% staff certified carbon literate, 750 People)	58 (Mar 2023)	n/a	n/a	n/a

# Wiltshire's Area Board Funding Environmental Impact



**74** projects increased awareness of environmental issues



**12** local projects helped households to reduce the energy they use at home



**41** projects helped communities to reduce, reuse or recycle



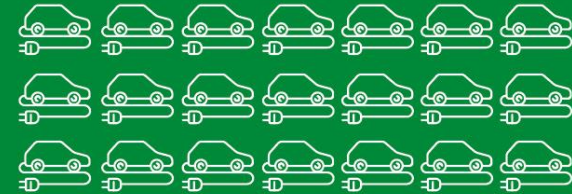
**24** projects that reduced the carbon footprint of a building or service



**38** projects focused on local biodiversity



**22** different projects helped to improve local air quality



**21** projects helped to improve sustainable or public transport

Area Board	Project/Action/Engagement	Status – complete/ongoing
<b>Bradford on Avon</b>	Trowle and Trowbridge Greenway Feasibility Study, work is progressing being led by Climate Friendly Bradford, Trowbridge ECO. Funding supplied by Wessex Water	Ongoing
<b>Calne</b>	Youth climate themed event with local schools planned for early 2023	Ongoing
	Developing and recording tree planting and rewilding schemes in the town	Ongoing
	Installation of bike e-charging point in the town the location has been identified and now investigating installing a green roof to increase the environmental benefits	Ongoing
	Air quality key focus. Procurement process for air quality monitoring equipment within Air Quality Management Area started by Wiltshire council. Working group considering actions that can help improve air quality	Started
	Calne Town Council and Sustainable Calne will have 3 thermal cameras available for residents in the community area to borrow one to be part funded by the area board. Looking into doing a launch event to help train people on how to use. Will be targeting vulnerable residents to ensure they also gain the potential cost saving benefits and are aware of additional support.	Ongoing
<b>Chippenham</b>	Chippenham Community Conference Environment / Climate Workshop held October 2022	Complete
	Chippenham Climate and Ecological Emergency Forum looking to form a sub-group to develop a local environmental action directory.	Started
	Chippenham Town Council have hired a Climate and Biodiversity Officer (Aug 22) who is working on governance, climate strategy and action plan.	Ongoing
	Chippenham Town Council event for the whole community area Eco Future Fest April 2023	Ongoing
	Wiltshire Climate Alliance attend working group. Updated on preparing briefing materials on solar PV and onshore wind which has been shared with the group.	Completed
	Cycle Chippenham working with Wiltshire council on big scale cycle improvements. Keen to develop schemes that can be put forward for future active travel bids.	Ongoing
	Zero Chippenham have purchased thermal cameras which have been well used by residents. Have a bid into the Wessex water community connector fund for a scheme to educate on the results of thermal cameras.	Ongoing
	Kington Langley have purchased a thermal camera and loaning it out to families.	Completed
Wessex water community connector pilot project is ongoing in Chippenham. Report into town's priorities published March 23. Project running from 2022 – 2024. WCF Wiltshire currently reviewing bids from local organisations to the fund. Will be supplying over 100 water butts to interested allotment holders in Chippenham and will monitor the benefit.	Ongoing 2022-2024	



Area Board	Project/Action/Engagement	Status – complete/ongoing
<b>Corsham</b>	Area Board Corsham Climate Group meetings held to co-ordinate local activity, share information and promote opportunities.	Ongoing
	NFU county adviser facilitated climate group visit to Whitelands Farm, Kington Langley to discuss the roles both the Council and farming businesses have to play in reducing and mitigating against climate change.	Completed
	Climate group visit organised to Lackham College to discuss their sustainability programme.	Completed
	Climate group visit organised to Westmill Wind Farm & Solar Park	Completed
	Area Board allocated funding to local projects including a community garden at Pound Arts, community orchard in Box and solar panels at Corsham Rugby Football Club	Completed
	Local events and activities promoted and supported including Big Green Week, Corsham Climate Action Energy Saving Event, Corsham Eco Fair 2023, Plastic Free Corsham, Corsham Recycling Hub, Corsham Repair Café, Corsham Sustainability Business breakfast	Ongoing
	Area Board climate group is working with Corsham Town Council to create a Local Environmental Action Directory: <a href="#">Local Environmental Action Directory - Corsham Town Council</a>	Ongoing
<b>Devizes</b>	Community Fridge established in the shambles and is very well used	Ongoing
	Energy Event January 2023 was held with various talks, workshops and exhibitors aimed at helping local people reduce energy consumption and also save money	Complete
	A special area board event was held on the 6 <sup>th</sup> March that focussed upon reducing private car journeys and improving air quality. About 60 people attended and the output from the workshops is being looked at by the area board members for possible actions. This is also being followed up by a joint event in the Corn Exchange with Sustainable Devizes called “Keep Devizes Moving”.	Complete
<b>Malmesbury</b>	Networking event between local councils and community groups within the community area to be planned for 2023	In planning
	Public EV charging points – projects in Malmesbury and Sherston are in progress using Joju Solar (WC partners)	In development
	Sherston Parish Council adopted a Climate Action Plan and are currently working with Malmesbury TC and other PCs to do something similar	In development
	New, signed cycle route between Sherston and Malmesbury due to be done in March. Identifying further cycle routes and footpaths joining up Malmesbury with surrounding villages	Currently being implemented through LHFIFG

Area Board	Project/Action/Engagement	Status – complete/ongoing
	Community Fridge now well established within town hall and growing. Has support from local Co-ops and Aldi supermarkets to stay well stocked.	Operating successfully
	New Community Wardrobe preventing items going to landfill. School uniform swap supporting low-income families and cost of living issues	Operating successfully
<b>Marlborough</b>	Community repair café and Clothes swap events led by local Sustainable Marlborough group. Very successful and preventing items going to landfill. School uniform swap supporting low-income families and cost of living issues	Operating successfully. New series being planned throughout year
	Secondary school carbon literacy and “environment anxiety to environment activism” sessions. Funded via area board to reach over 200 sixth form students.	Complete
	Community fridge funded by area board and supported by town council + volunteers. Supported with food donations by local supermarkets and community donations. Growing in what is offered from the Fridge. Has been a well-used and valuable source of free food over winter 22/23 and current cost of living situation	Operating successfully
	Additional investment going into air quality monitoring equipment within Air Quality Management Area and better understanding of AQ situation by area board	In development
<b>Melksham</b>	An Eco Event was held in October 2022 around the Town Hall and Assembly rooms to promote sustainable living	Complete
	Crackers Brook pilot for new ethos ecology enhancement for biodiversity credits has now started with a steering group established.	Ongoing
<b>Pewsey</b>	Pewsey Vale on Demand Bus Service is due to be launched partly in April 2023 and fully launched by July 23. This will serve the villages in the Pewsey Vale and link with GWR as well as Marlborough and Devizes. Booking is via a new app.	Ongoing
	Work has begun by the area board with the support of Green Bedwyn to extend their environmental survey to all residents in the Pewsey Community area with a view to identify where there is an appetite and volunteers to help deliver projects. Those willing to get involved will be brought together and projects supported	Ongoing
<b>Royal Wootton Bassett and Cricklade</b>	New Royal Wootton Bassett – Swindon Cycle Route being developed with Highways England and Wiltshire Council. Presenting to area board on 14/03/23	In development
	RWB Environment Trust planning new cycle routes within town to improve access	In development (early stages)

Area Board	Project/Action/Engagement	Status – complete/ongoing
	Royal Wootton Bassett TC has ambitious Tree planting and rewilding projects underway to create new woodlands and improve community space	Ongoing
	New Community Fridges established in Purton and Lyneham. Both supported by local Co-op stores with food donations. Purton has already prevented over 2,000kg of food being wasted since opening in September '22	Operating successfully
	Local environment groups established in towns and larger villages. Area board creating Environment Forum as umbrella group	Ongoing
Salisbury	8 new air pollution monitors funded by the area board responding to a recommendation of the local Air Quality Management Group, thereby assisting with the expansion of Salisbury Transition City' Citizen Science PM2.5 air quality monitoring project, targeting poor air quality hotspots in the city and engaging a number of schools also as part of this initiative	£500 granted in September 2022, project underway
	Five Rivers Community Garden project – initially funded through the Area Board, a group of volunteers are supported by Salisbury City Council parks team as an opportunity to bring people together for healthy gardening opportunities on a weekly basis and to make the area pleasant for the centre customers.	Ongoing
	Green business accreditation scheme set up by Salisbury Transition City - This project aims to improve the knowledge and understanding of local businesses about their impact on the environment and provide those businesses with (or signpost them to) practical advice on how to be greener and reduce their carbon footprint.	Ongoing
	Working in partnership with the city council to deliver a Fun in the Park event on the 31st May as part of National Children's Gardening Week. Looking to involve stakeholders from Southern Wiltshire Community Area and South West Wiltshire Community Area	In development
Southern Wiltshire	Successful environment themed engagement event delivered in April 2022 involving over 60 stakeholders	Complete
	Researched, designed, produced, disseminated community directory of local eco friendly projects to inspire others to follow suit	Complete
	Planning engagements with local schools and community groups to spend time at local conservation site Hazel Hill Wood to learn new skills and to help the wood raise its profile	In development
	Exploring how to support residents and local organisations to opt for solar energy solutions	Planned for the coming months

Area Board	Project/Action/Engagement	Status – complete/ongoing
	New off road cycle route project linking Salisbury and Amesbury via Porton. This is a project that has been discussed for a number of years now and will require substantial investment. The first phase for funding is being considered over the coming months.	In development
	Facilitating Laverstock Schools Working Group to address the impact of high levels of traffic during school run times and to encourage more sustainable travel to school initiatives	ongoing
<b>South West Wiltshire</b>	Solar panels for schools and for Tisbury open air swimming pool as supported by Nadder Community Energy	ongoing
	Tisbury Community Benefit Society – Electric Car Club, which recently added a second vehicle to its fleet	ongoing
	Tisbury Community Benefit Society- Tis the Future mobile recycling facility taking a range of food out to rural villages for residents to refill stock e.g. pastas, grains, coffee etc – thereby reducing reliance upon supermarket plastic packaged food	ongoing
	Mere Electric car club – project soon to launch, subject to final legal agreements. EV chargers associated with the project to be installed in Mere in March 2023.	Ongoing
	Designing a couple of engagement events during Big Green Week in partnership with Cranborne Chase AONB as family fun/community group workshop events	In development
<b>Stonehenge community area</b>	Amesbury Green Fingers supported with AB funding to start the new group which is establishing a community garden	Ongoing
	Environment event Photovoltaic Cell and Air Source Heat Pump test case examples from local supplier held spring 2022	Completed
	Paths 4 All Scheme – helping Parish and Town Councils to identify footpaths and byways that can improved from an access point of view, in order to encourage people to use them, improving HWB as well as the opportunity for use of sustainable methods of travel.	Completed
<b>Tidworth</b>	Engagement Event held in March to discuss opportunities for joint working	Completed
	Paths 4 All Scheme – helping Parish and Town Councils to identify footpaths and byways that can improved from an access point of view, in order to encourage people to use them, improving HWB as well as the opportunity for use of sustainable methods of travel.	Completed
	Area Board sub-group re-established in January 2023 to drive forward environmental project within the area	Ongoing
	Biodiversity audit initiated in order to give a detailed map of the area including details of habitats, where they exist, where habitats can be linked up across the area and where there is potential for new projects to be delivered	Ongoing

Area Board	Project/Action/Engagement	Status – complete/ongoing
<b>Trowbridge</b>	Repair café	Ongoing
	Greener Community Kits project	Ongoing
	Community Growing Projects	Ongoing
	Youth Climate Arts project coming to Trowbridge Area Board on 16 <sup>th</sup> March to deliver across the community area	Ongoing
<b>Warminster</b>	Clearing and opening up of local rights of way to increase use of sustainable transport around the community area – volunteer groups have made huge difference to a number of byways and footpaths (AB funded)	Ongoing
	Environmental and sustainability forum event to be delivered this summer. ABEL Cllr Tony Jackson and the ABDO for community area leading	Ongoing
<b>Westbury</b>	Area Board Pollinator Project – Identified areas for wildflowers and similar to create “Wildlife corridors” for pollinators and other species throughout the community area	Ongoing
	Opposition to incinerator from all AB members – involved in work alongside Westbury Town Council and Westbury Gasification Action Group to oppose the proposition of an Energy from Waste plant	Ongoing
	Bitham Brook biodiversity enhancement project – improvements being made along the length of the Bitham Brook in Westbury in partnership with Wiltshire Wildlife Trust. Improving habitats and the accessibility for users.	Ongoing
	Group work to open up local rights of way to increase use of sustainable transport around the community area. Multiple Town and Parish Councils are working together to see which of the current footpaths, bridleways and byways can be “opened up”, or improved. With a particular focus of improving access from surrounding villages to Westbury Train Station.	Ongoing

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## Appendix 3: Electric Vehicle Charging Infrastructure

### 1. Wiltshire Council EV Charging Units

#### Fast Charging Unit Locations which have been installed and are live:

Location	Address	Installation date	New or replacement	Public chargepoint or workplace
Chippenham	Sadlers Mead Car Park, SN15 3QD	January 2020,	New, BP pulse units	Workplace
Melksham	Melksham Campus	December 2022	New	Public
Salisbury	London Road Park & Ride, SP1 3HP	January 2023	Replacement	Public
Salisbury	Bourne Hill Car Park (Belle Vue Rd), SP1 3UZ	December 2022	Replacement	Workplace 1 bay, Public 1 bay
Salisbury	Beehive Park & Ride, SP4 6BT	January 2023	Replacement	Public
Salisbury	Petersfinger Park & Ride, SP5 3BZ	December 2022	Replacement	Public
Salisbury	Britford Park & Ride, SP5 4DS	February 2023	Replacement	Public
Trowbridge	County Hall, BA14 8JN (Library)	February 2023	Replacement	Public
Trowbridge	County Hall, BA14 8JN (Rear car park)	February 2023	Replacement	Workplace

#### Fast Charging Unit Locations due to be replaced/installed in Spring/Summer 2023:

Location	Address	New or replacement	Public chargepoint or workplace
Amesbury	Central Car Park, Salisbury Road, SP4 7JE	Replacement	Public
Bradford-on-Avon	Station Car Park, BA15 1DQ	Replacement	Public

<b>Location</b>	<b>Address</b>	<b>New or replacement</b>	<b>Public chargepoint or workplace</b>
Calne	Calne Leisure Centre	New	Public
Chippenham	Monkton Park Car Park, SN15 1ER	Replacement	Workplace
Chippenham	Sadlers Mead Car Park, SN15 3QD	New. Additional to the BP Pulse units	Public
Corsham	Digital House/Corsham Mansion	Replacement	Public
Corsham	Springfield Community Campus, Beechfield Road, SN13 9DN	Replacement	Workplace 2 bays, Public 2 bays
Devizes	Station Road Car Park, SN10 1DA	Replacement	Public
Devizes	Kennet House, SN10 2ET	New. Phase 2 (Yard)	Workplace
Marlborough	George Lane Car Park, SN8 4BX	Replacement	Public
Pewsey	The Vale Community Campus	Replacement	Public
Salisbury	The Maltings Central Car Park	New	Workplace
Salisbury	Five Rivers Campus, Hulse Road, SP1 3NR	New	Workplace 4 bays, public 4 bays
Salisbury	Wilton Park & Ride, SP2 0AN	New	Workplace 5 bays, public 1 bay
Trowbridge	Grey Hound Car Park	Replacement	Public
Trowbridge	Lovemead Car Park, BA14 8EA	New	Workplace
Westbury	High Street Car Park (Zone A), BA13 3BW	Replacement	Public
Westbury	Unit 1 Hawksworth, Stephenson Road, BA13 4BG	New	Workplace
Royal Wootton Bassett	Borough Fields, SN4 7AX	Replacement	Public
Tisbury	Tisbury Community Campus, Weaveland Road, SP3 6HJ	Replacement	Public



**Fast Charging Unit Depot Locations due to be installed in Summer 2023:**

<b>Location</b>	<b>Address</b>	<b>New or replacement</b>	<b>Public chargepoint or workplace</b>
Amesbury	Highpost, SP4 6AT	New	Workplace
Chippenham	Bath Road, SN14 0AB	New	Workplace
Chippenham	Monkton Park, SN15 3QF	New	Workplace
Chippenham	Parsonage Way, SN15 5PT	New	Workplace
Devizes	Kennet House, SN10 2ET	New. Phase 1 (Car park)	Workplace
Salisbury	Five Rivers Leisure, SP1 3NR	New	Workplace
Salisbury	Bourne Hill, SP1 3UW	New	Workplace
Salisbury	Churchfields, SP2 7QA	New	Workplace
Trowbridge	Riverway, BA14 8LL	New	Workplace

**Rapid Charging Unit Locations due to be replaced in Summer 2023:**

<b>Location</b>	<b>Address</b>	<b>New or Replacement</b>	<b>Public chargepoint or workplace</b>
Chippenham	Gladstone Road, SN15 3DW	Replacement	Public
Corsham	Post Office Lane, SN13 0BS	Replacement	Public
Melksham	King Street, SN12 6HB	Replacement	Public
Salisbury	Brown Street (West), SP1 1HE	Replacement	Public
Trowbridge	Lovemead Car Park, BA14 8EA	Replacement	Public
Warminster	Central Car Park, Station Road, BA12 9FF	Replacement	Public

## 2. EV charge point grant applications under consideration

Following the announcement in 2022 of a Wiltshire Council grant to support EV charge points installed by town and parish councils, the following applications for grants have been received. Site feasibility studies are being undertaken to allow the town and parish councils to consider their next steps.

Local Council	Sites
Abbeyfield School	TBC
Bishopstrow Village Hall	Bishopstrow Village Hall
Bratton Parish Council	TBC
Chippenham Town Council	John Coles Park car park
	Stanley Park car park
Corsham Without	TBC
Devizes Town Council	Central Car Park Maryport Street, Devizes,
	West Central Car Park New Park Street, Devizes,
	To the front of the Town Hall, Long Street , Devizes,
Holt Village Hall	Holt Village Hall, The Street, Holt, Wilts
Malmesbury	Cowbridge Mill
Malmesbury Town Council	Cross Hayes Car Park SN16 9BZ
	Station car park SN16 0DY
	Market Cross SN16 9AS
	Horsefair (small area off Burnham Road to the car park) SN16 0BQ
	Activity Zone leisure centre, Malmesbury SN16 0DQ
Marlborough Town Council	Salisbury Recreation Ground
	Marlborough High Street
Melksham	Lowbourne Car Park, Lowbourne, Melksham
	Bath Road, Melksham,

<b>Local Council</b>	<b>Sites</b>
	Church Street, Melksham
	Union Street, Melksham
	King George V Playing Field
	Avonside Enterprise Park, New Broughton Rd
Purton Parish Council	Purton Village Hall
	Purton war Memorial and Village Centre
Salisbury City Council	Lush House Car Park , Cranebridge Rd, Salisbury SP2 7TD
Seend Parish Council	Seend Lye Recreation Field, Rusty Lane, Seend
Sherston	Sherston High Street
	Sherston Co-op
Steeple Ashton Parish Council	Acreshort Park Steeple Ashton
Tidworth Town Council	Tidworth Civic Centre
Tisbury Parish Council	TBC
West Ashton Village Hall Committee	West Ashton Village Hall
Winterslow and Allington Parish Council	TBC

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## Appendix 4: Climate Action by Wiltshire Partners

The council convenes quarterly meetings with other public sector partners, under the auspices of the Wiltshire Public Service Board. Good progress is being made by all partners, as presented at the March 2023 meeting of the Board and set out below.

The **Bath, Swindon and Wiltshire Integrated Care Board** has published its Green Plan as a response to the Government's strategy on delivering a net zero NHS which makes the following commitments:

For the emissions the NHS controls directly (the NHS Carbon Footprint) we will achieve net zero by 2040, with an ambition to reach an 80% reduction by 2028 to 2032

For the emissions the NHS can influence such as those embedded in the supply chain (the NHS Carbon Footprint Plus), we will achieve net zero by 2045, with an ambition to reach an 80% reduction by 2036 to 2039.

The Green Plan sets out the sources of emissions from its scopes 1, 2 and 3 and key areas of focus to tackle these.

**Wiltshire College and University Centre (WCUC)** now have a Sustainability Committee that meets termly and nine Sustainability sub-groups (comprising more than 40 staff members) also meeting regularly. Scope 1 & 2 Carbon emissions are being measured and Net Zero targets are being set. Alongside this there is progress towards implementing an Action Plan which includes a project underway to install PV at Trowbridge and Lackham campuses, a project at the Salisbury campus to improve the thermal efficiency of the old building with some over cladding and in partnership with Co-Bikes, installation of an electric bike hub at Salisbury campus to improve the green travel offer for students and staff going to and from the station and procurement of new, fully electric fleet vehicles at Trowbridge and Lackham is in progress and a new EV Training Facility at the Trowbridge campus has been created.

23-27 January 2023 was Sustainability Week at **Salisbury NHS Foundation Trust** with an aim to "Get Green Seen". Each day focussed on a different activity to boost staff engagement and promote the fantastic work being done by the sustainability team.

Activities during the week included an introduction to the Trust's green plan and the nine focus areas across the Trust, a "What waste goes where" stall to help inform staff on how to dispose of waste in line with the waste hierarchy, branded reusable lunch boxes and cups were launched, colleagues were encouraged to make green pledges and to become sustainability champions. One day focused on cycling with a free Dr Bike health check and Smoothie Bikes had participants pedalling to power and e bikes that staff can hire were showcased. These activities were accompanied by the launch of a nature guide to the wildlife in the surrounding area of Salisbury District Hospital.

**Landmarc** is the company that provides the support services that enable safe and sustainable training for our armed forces and it aims to achieve net zero carbon in its operations by 2035. Landmarc's carbon reduction plan details how it will achieve these ambitions, with much progress made already. Landmarc has gone from recycling 39%

of their non construction waste in 2014/15 to recycling 75% in 2020/21, which includes recycling, composting and anaerobic digestion of food. 98% of waste was diverted from landfill in 2021/22, with the remaining 2% comprising hazardous waste such as asbestos and contaminated soils and sands.

Their multi-award-winning net zero carbon accommodation programme (NetCAP) covered over 70 buildings and more than 3,900 bed spaces across the whole programme, transforming 13 camps. 183 inefficient, fossil fuel consuming buildings demolished, saving 130 tonnes of embodied carbon per building, which is over 9,100 tonnes in total. The first carbon negative accommodation is within the training estate with an EPC rating of -11.

The **British Army** has a huge presence in Wiltshire and is making strides on its net zero journey. Some highlights include:

- Consultants Equans have prepared a net zero roadmap for five MOD sites in the South West, of which two are in Wiltshire: Imber Lines (Warminster) and Army Officers Selection Board at Leighton House (Westbury). Funding now needs to be sought to implement the report's recommendations.
- Project Allenby-Connaught, which is a private finance initiative with Aspire Defence, is focusing its sustainability projects at Perham Down. Three reports have been completed covering: how to achieve net zero, how to change behaviours and a soft facilities initiatives. Recommendations include changing heating to heat pumps, installing a heat network and increasing the installation of renewables on site.
- Over 3500 trees have been planted across the South West in the past 12 months, with the aim to plant another 1000 per year.
- Across the South West, 200,000 bulbs have been planted for pollinator species; 330 km<sup>2</sup> of short amenity grassland has been changed to meadow grass; 50 'stepping stones' of good quality habitat have been created to link larger habitat areas together (Green Corridors); and wildflower beds have been created on all garrisons.

Many local voluntary and community sector (VCS) groups are active delivering a wide range of projects helping to address climate change, many supported by grants from Wiltshire Council's Area Boards (see Appendix 2) as well as through grant funding from **Wiltshire Community Foundation**.

Working with longstanding partners; including the Science Museum Group Wroughton Solar Park, Empower and Wessex Water; Wiltshire Community Foundation's grant programmes have invested in projects that increase the use of renewable energy and support community activities that have a positive impact on the local environment for local people. Recent funded projects include the installation of solar panels and living walls, projects to improve local biodiversity and food sustainability: creating or enhancing community gardens, projects to prevent riverbank erosion, to create bog gardens, and new reed beds aimed at increasing local biodiversity. For several years, Wiltshire Community Foundation has been reporting the impact of their grant-making against the UN Sustainable Development Goals (SDGs) recognising that the work we all do in our local communities is connected, whilst responding to local needs, it also contributes to wider global impact.

**Wiltshire Council**

**Cabinet**

**2 May 2023**

**Subject: Proposal to Retain and Invest in Silverwood School  
Chippenham and Trowbridge Campuses**

**Cabinet Member: Cllr Laura Mayes Deputy Leader and Cabinet Leader for  
Children’s Services, Education and Skills; and  
Cllr Jane Davies Cabinet Member for Adult Social Care,  
SEND and Inclusion**

**Key Decision: Key**

## **Executive Summary**

This report seeks Cabinet approval to invest in Silverwood School Chippenham and Trowbridge campuses to address the increasing demand for specialist school placements. The proposals follow full consideration of the responses given within the formal consultation on changes arising from the proposed redesign and refurbishment of the campuses and the effect this has on the Silverwood operating model.

Silverwood School leadership team have put forward proposals for a new operating model that works best for the whole school community, both current and future, taking account of what can be delivered and what is sustainable - from a staffing, pupil safety and financial perspective.

Silverwood School leadership team believe that the educational needs of current and future secondary-aged pupils are best served at the Rowde campus, complemented by primary provision across Chippenham, Trowbridge and Rowde campuses. There is recognition that all children due to transition to Rowde will need sensitive, carefully-managed transitions to support the move – but ultimately, they will benefit from the education they receive with their peers, in a secondary campus specifically designed to meet their educational needs.

## **Proposals**

It is recommended that:

- I. Cabinet approves the change to Silverwood School pupil numbers, increasing registered place numbers from 410 to 460.
- II. Cabinet approves the change in age range on the campuses to deliver the operating model recommended by Silverwood School. This changes all-through education at Chippenham, Trowbridge and Rowde, to primary education at Chippenham and Trowbridge campuses and all-through education at Rowde campus.

- III. Cabinet approves the refurbishment of Chippenham and Trowbridge campuses, funded from pre-approved 'Silverwood Phase 5' capital funding - with decision-making in respect of implementing the proposals delegated to the Director of Education & Skills.

### **Reason for Proposals**

The proposal to invest in the substantial refurbishment of Chippenham and Trowbridge campuses is required if Wiltshire Council is to meet growing demand for special school places. The proposal is a cost-effective capital solution to maximising Silverwood School provision, securing 150 places.

It is unequivocally necessary to grow the school offer for learners with SEND. Through an investment in, and retention of, Silverwood School Chippenham and Trowbridge campuses, children with SEND will be able to access local primary-age provision; complemented by an all-through offer (Reception to Sixth Form) at Silverwood Rowde.

Families with SEND will have the choice to attend the local primary school at Chippenham, Trowbridge or Rowde campuses followed by the more extensive secondary school experience at Rowde campus only, located 10 miles away from the primary school campuses. Silverwood School will continue to provide a hybrid Sixth Form offer at Rowde and Silverwood College (previously known as Poplar).

Under this proposal, Silverwood children are offered the choice of a local primary school education – enjoying shorter travel times to school and a better balance between school and home time. The proposals deliver significant cost savings (place and transport costs) when compared with Independent Special School alternatives. It also satisfies a growing demand for special school places, enabling Wiltshire Council to fulfil its statutory duties in a mainstream, specialist provision.

**Terence Herbert**  
**Chief Executive**



## **Wiltshire Council**

### **Cabinet**

**2 May 2023**

**Subject: Proposal to Retain and Invest in Silverwood School Chippenham and Trowbridge Campuses**

**Cabinet Member: Cllr Laura Mayes Deputy Leader and Cabinet Leader for Children's Services, Education and Skills; and  
Cllr Jane Davies Cabinet Member for Adult Social Care, SEND and Inclusion**

**Key Decision: Key**

### **Purpose of Report**

1. The proposal to invest in the substantial refurbishment of Silverwood School Chippenham and Trowbridge campuses is required if Wiltshire Council is to meet growing demand for special school places. Place planning modelling has indicated that Wiltshire Council needs a 7.2-7.8% increase in provision (equating to 68 special school places) per year for the next five years to meet the growth projections.
2. We are fully invested in the delivery of the System of Excellence across the county and have an ambitious vision to create a truly integrated and inclusive system of outstanding education for all children and young people with special educational needs and disabilities (SEND). The SEND & Inclusion service have ambitious plans to increase the range and quality of options for learners with SEND.
3. It is important to grow the school offer for learners with SEND to meet rising demand. On 19 November 2019 Cabinet approved the establishment of a new maintained special school with a single leadership team for the existing St Nicholas, Rowde and Larkrise schools, and this happened in September 2020 with the new school now being known as Silverwood. In 2019 Cabinet also approved the expansion of the Silverwood Rowde campus to accommodate up to 400 pupils as part of the new special school for 2023/24.
4. With the new build at Rowde campus nearing completion, Cabinet must decide on proposals for the development of Silverwood School. In 2019, Cabinet approved the continuation of the school campuses formerly known as St Nicholas (now Silverwood, Chippenham) and Larkrise (now Silverwood, Trowbridge) until the new provision was ready and it was deemed appropriate to consider the transition of children/young people to the new site at Rowde.
5. On 13 December 2022, pre-consultation proposals were presented to Cabinet. It was proposed that Silverwood Chippenham and Trowbridge campuses were retained and invested in using pre-allocated capital funds; the overall number of places at Silverwood School grows to 460 pupils; and the operating model is amended. To reduce overcrowding at Chippenham and Trowbridge campuses, it was proposed that they deliver primary age provision, complemented by an all-through offer (Reception to Sixth Form) at Silverwood Rowde. Under these proposals, children with SEND would be able to attend the local

primary school at Chippenham, Trowbridge or Rowde campuses followed by the more extensive secondary school experience at Rowde campus only.

6. Silverwood School will continue to provide a hybrid Sixth Form offer, whereby it supports mainstream colleges with their offer, alongside in-house Sixth Form provision for young people with more complex and profound needs at the Silverwood Rowde campus and at the Silverwood Sixth Form College in Chippenham (formerly known as Poplar).

7. There are many practical reasons for refurbishing Chippenham and Trowbridge campuses above other potential sites for Silverwood School. The infrastructure for the special schools is already in place, e.g., hygiene rooms, minibus parking, sensory spaces, hoists etc. A refurbishment project would be better value for money and quicker to implement than alternatives, as the infrastructure exists to support special school activities.

8. Keeping the three sites open offers parents and carers more choice – something they asked for in the 2019 consultation exercise. Retaining primary provision at these campuses expands the offer for young, vulnerable learners and will reduce travel times for primary aged children. A local primary special school place will improve school/home life balance, as many children will enjoy shorter travel distances to school.

9. Since the 2019 consultation, the demand for special school places – at Silverwood and across Wiltshire – has grown significantly. Whilst it was originally envisaged that Silverwood Rowde campus might, in time, meet all the Silverwood place needs, we now know that the approved development plans for the Rowde campus cannot meet growing demand. There needs to be a Silverwood solution that accommodates the places currently delivered by Chippenham and Trowbridge campuses because Silverwood Rowde campus cannot meet this need in its entirety.

10. The proposed refurbishment of Chippenham and Trowbridge campuses will deliver greater compliance with DfE space standards for special schools resulting in an enhanced learning environment for pupils including improvements to outdoor learning and play that is more equitable with the provision at the Rowde campus. This would require a reduction in the number of classrooms at the two campuses, including the removal of some mobile classrooms at the Trowbridge campus that encroach onto the playground. Architectural plans have been developed showing how Chippenham and Trowbridge campuses – once refurbished – would be able to accommodate 75 learners each, in 9 classes per campus.

11. The retention, investment and re-design requires a change in the operating model and age range at Chippenham and Trowbridge, due to the reduction in classrooms. Based on recommendations from Silverwood leadership, it is proposed that classrooms are utilised for 7 year groups (Reception to Year 6), plus 2 classrooms for PMLD (organised by primary need and/or primary key stage). Space constraints do not support a greater number of classrooms – and therefore a wider age range.

## **Relevance to the Council's Business Plan**

12. Demand for special educational support is rising year on year in Wiltshire. The number of requests for Educational Health Care Needs Assessments continues to grow. The number of learners with Education Health Care Plans has risen by 515, or 11.8%, to 4,880 in the twelve months to March 2023. Place planning forecasts suggest that Wiltshire Council needs to grow special school places by 7.2-7.8% (equating to 68 additional special school places) every year for the next five years to meet growth.

13. The provision of additional special school places is just part of the overall provision. To meet increasing demand for SEND provision, Wiltshire Council has plans to increase special school places; create more resource bases in both primary and secondary schools; and offer enhanced support for mainstream provision across all age groups. There were circa 60 special school places created for 2022/23, with more places in development.

14. Special school capacity will grow in 2023/24 with additions to Silverwood Rowde, the Salisbury Academy of Inspirational Learning (SAIL), and plans to grow capacity at Springfields, Downlands and Exeter House at a future date. In March 2023, Wiltshire Council learnt it was successful in its bid for a 130-place SEND Free School for Wiltshire for learners with Social, Emotional and Mental Health additional needs.

15. All these solutions are deemed preferable to the more costly and geographically distant Independent Special School placements, which attract on average a £30,000- £50,000 annual premium, per place. The cost and out of county provision offered by ISS alternatives were key drivers to invest in the Silverwood School capital programme, including the Rowde new build; works to the Rowde Old House; and the Phase 5 expansion.

16. Ensuring growth in special school capacity is a long-term priority for Wiltshire Council, as it meets a number of priority needs, such as: protecting those who are most vulnerable; ensuring that children and young people with SEND can have the best education and support, provided in good quality estate; ensuring that special education provision in Wiltshire is equitably provided; and reducing the number of pupils who must travel excessive distances to schools outside of Wiltshire.

## **Background**

17. In 2018, Wiltshire Council accepted the need to respond to the sufficiency of provision challenge, with the commitment to fund an additional 220 special school places by 2026, including a minimum growth of 50 places for Severe Learning Difficulties (SLD)/Complex Needs in the north of the county. There was also recognition of the need to reduce overcrowding in two of the special schools, formerly known as Larkrise (Silverwood Trowbridge) and St Nicholas (Silverwood Chippenham); as well as addressing the quality of the provision – particularly the physical condition of Larkrise and St Nicholas.

18. As part of the £38m System of Excellence, Wiltshire Council agreed to fund £3.6million for Silverwood Phase 5 works, i.e., 50 additional special school places for Silverwood School. In May 2019 Cabinet approved the closure of St Nicholas, Larkrise, and Rowdeford schools, as part of an amalgamated Silverwood school and new build at Rowde. A subsequent Cabinet decision in November 2019 agreed to retain Chippenham and Trowbridge sites until it is appropriate for children to transition to Rowde. This decision left the door open on the retention of Chippenham and Trowbridge, either as a short- or long-term option.

19. The 2019 proposals to Cabinet resulted in £3.6 million allocated to the fifth and final stage of the Silverwood programme. The capital was earmarked for the creation of 50 places, to take Silverwood School capacity up to 400 places. It was not stipulated how and where the remaining 50 places would be delivered. Instead, Phase 5 funding was granted for the 'provision of additional special school places based on demand for provision and feedback from key stakeholders - particularly families.

20. Through the initial 2019 consultation period, there was evident parental preference for the retention of the Chippenham and Trowbridge sites. The desire to retain and invest in the two campuses is evident from the 2023 formal consultation too. Whilst the expanding campus at Rowde has garnered increased support since 2019, there remains opposition from a small number of parents to changing the education model at Chippenham and Trowbridge.

21. On 13 December 2022, Cabinet agreed to enter into formal consultation on proposals to:

- Retain Chippenham and Trowbridge campuses;
- Invest in Chippenham and Trowbridge campuses, to address overcrowding; create more communal spaces; and offer more equitable provision with Rowde campus;
- To increase the number of pupils at Silverwood School; and
- To change the age range of pupils at Chippenham and Trowbridge to primary age.

22. The formal consultation was launched on 30 January 2023 and ran for 5 weeks until 5 March 2023.

## **Main Considerations for the Council**

23. The Council approved the award of £3.6million capital funds in 2019 for the creation of 50 additional Silverwood School places. It is proposed that funding is used to refurbish Chippenham and Trowbridge campuses securing 150 primary phase places. The proposed refurbishment of Chippenham and Trowbridge offers a long term solution for Silverwood students, across three key locations.

## **Place Planning**

24. Modelling for specialist places is updated at least annually and needs assessed using health data and future projections of specialist places based on historical datasets and birth rate data. Current projections show a 7.2- 7.8% annual increase equating to 68 new places per year for the next 5 years.

25. Securing 150 special school places – taken together with the additional places at Silverwood Rowde – will future proof the Council’s plan to meet projected designated need for special school places in north Wiltshire. However, the proposed change in student numbers on these campuses triggered a consultation on the change in numbers, as well as the proposed change in use.

## **Formal consultation**

26. In 2019, Cabinet approved the continuation of provision at St Nicholas (Chippenham campus) and Larkrise (Trowbridge campus) until the new provision at Rowde was complete, and Silverwood School was ready to consider the transition of children/young people to the new site at Rowde. In December 2022, proposals for the future of Silverwood were submitted to Cabinet.

27. In adherence to the commitments made in 2019, a full formal consultation was launched on 30 January 2023 and ran for 5 weeks. The consultation was open to the public. Significant effort was made to engage with 430 Silverwood pupils and their families. A full description of the consultation process; the feedback received; and the Silverwood School response to the issues raised is contained in Appendix A.

28. The consultation attracted 141 survey responses, as well as live feedback from face-to-face sessions and 4 email submissions. We would like to extend our thanks for all those that engaged in the consultation for their considered and thoughtful feedback. Responses were received from a range of stakeholders, including parent/carers (55% or 77 respondents); staff (38% or 53 respondents); and other (8%, 11 respondents). Although 77 parent/carers responded to the consultation, most existing Silverwood families did not.

	<b>Responses (no.)</b>	<b>%</b>
Parent carer	77	55
Staff	53	38
Other	11	8
Total	141	100

29. The 141 survey responses are summarised as follows:

<b>Question</b>	<b>Yes</b>	<b>No</b>	<b>Not Sure</b>
Do you agree with the proposal to retain the Silverwood Chippenham and Trowbridge campuses?	96%	2%	2%
Do you agree with the proposal for Wiltshire Council to invest to upgrade the Silverwood Chippenham and Trowbridge campuses?	95%	2%	3%
Do you agree with the proposal to change Silverwood School's registered place number from 410 to 460 from September 2023?	65%	9%	26%
Do you agree with the proposal for a change in age range at Silverwood Chippenham and Trowbridge campuses to primary, age 4-11 (Reception – Year 6) from September 2023?	51%	30%	18%

30. There was unequivocal support for proposals to retain Chippenham and Trowbridge campuses, with 96% of respondents in favour of the proposal. The demand for special school places, taken together with the support for the proposal, means the proposal to retain Chippenham and Trowbridge is recommended to Cabinet.

31. There were high levels of support to invest in Chippenham and Trowbridge campuses (95%), as it was recognised that an investment in the infrastructure and facilities will directly benefit pupils and offer a more equitable environment across the Silverwood School estate. Silverwood Student Council have expressed clear wishes to improve the art, soft play and calm rooms, quiet rooms, grass and nature areas if Cabinet approve the investment.

32. There was 65% support for an increase in overall registered place numbers and there was widespread recognition of the need to grow special school places to meet rising demand. Only 9% of respondents opposed the growth in numbers. It is hoped that the understanding that budgets and teaching staff increase with the number of places, will

reassure those concerned about the capacity to meet the proposed expansion of Silverwood School.

33. There was 51% support for to change the age range to primary phase at Chippenham and Trowbridge and a further 18% of all respondents were unsure/had no opinion. 35 parent/carers did not support proposals to amend the age range, having concerns to be addressed over several themes:

- Concern over transition arrangements and anxiety over disruption caused by the re-location of pupils between Silverwood campuses;
- Perceived limitation of choice of secondary age provision;
- Concerns over extended travel times and suitability of transportation plans;
- Specific concerns for students with PMLD needs (including whether they will be able to access all the specialist facilities offered at Rowde campus; concern they will be educated and supported by new, unfamiliar staff; and access to health care and support, especially in emergency situations);
- Concerns that children and young people will not access their local communities for life skills – and they will not be visible to local communities if educated at Rowde campus; and
- Impact on individual children.

34. Silverwood School Senior Leadership Team fully considered the feedback from students, staff and parents – the majority of whom support the proposals. They have fully considered the feedback received from the consultation and endeavour to address the concerns raised by families. Detailed responses to concerns are presented in Appendix A. Silverwood School believe the benefits of enjoying a comprehensive and varied curriculum – together with peers - in state-of-the-art facilities at Rowde campus, offers the best secondary education experience for their students.

35. Although the overall number of concerns was low, there were concerns on the transition arrangements. It is acknowledged that children with SEND experience change anxiety. Silverwood SLT have committed that ‘their pupils will remain at the centre of everything we do.’ They recognise that any change to a well-developed routine could have an impact on a child and commit to *‘carefully thought out and developed transition plans, which will be prepared and discussed with parent/carers, teachers, and of course the child themselves.’*

36. Transport concerns were also raised by parent/carers. Whilst it is acknowledged that the journey times to Rowde may be longer than travel to the other campuses for some pupils, journey times will be reduced for some. There is the commitment that Silverwood School and Passenger Transport Unit will work with parent/carers on travel plans to meet the individual needs of their child. Additional vehicles, drivers and passenger assistants are being secured and journey times to and from school will be minimised.

### **Feedback from children and young people**

37. It is important to capture the views and aspirations of Silverwood students. Back in 2019, students were asked what they wanted from their new school. The children and young people reported that they like their staff and want to build on these positive relationships. They want to be part of their localities and integrate with their peers and wider public. In 2023 the Silverwood Student Council re-iterated these themes. They also added that it was important to invest in a 3-campus solution as *‘if we were all on one campus we could be too clumped together. If we are spread over three schools, it would*

*be less'. Also, 'different children have different needs and need different things so should go to three different schools' and 'Making room for new friends is good'.*

38. The opportunity to integrate with their peers is important to children and young people. This is a key driver behind Silverwood School's desire to educate secondary-aged pupils together, at Rowde.

39. Silverwood students have been engaged in the detailed design of the new building at Rowde and recognise that 'older children should go to Rowde as there are good opportunities there'. There has been a lot of engagement and excitement amongst pupils for the development of Silverwood School.

40. In 2019, some Silverwood students expressed their dislike of travel arrangements. Whilst long school days have a negative impact on pupils, other pupils previously reported they liked their journey to school and would like to see breakfast clubs and after school clubs to extend their day. Facilities at Rowde offer a wide range of facilities to enhance the school day.

41. The design of Rowde new build simplifies pick up and drop off processes. The proposed reduction in pupil numbers at Chippenham and Trowbridge campuses will also help alleviate pick up and drop off times.

#### **Estimated Capital Work and timeframes**

42. Chippenham campus requires minimal infrastructure work and therefore the proposed alterations are mostly cosmetic. The remodelled campus has the capacity to serve 75 learners. It is proposed the building will be re-decorated throughout; new furniture and fittings will be purchased to ensure parity and equity across the Silverwood learning environments. The building will be subject to a 'light touch' refurbishment, the bulk of which can be undertaken in school holidays. The refurbishment plan is representing both value and speed with minimal impact on the school, learners, and their families.

43. The Trowbridge campus requires substantial refurbishment to provide a quality learning environment for 75 children. Trowbridge works will involve the demolition and removal of old mobile classrooms; investment in enhanced mechanical and electrical infrastructure; remodelling and complete refurbishment of interior and exterior spaces. Although the Trowbridge refurbishment will consume most of the Phase 5 funding, Silverwood School are keen to preserve the Trowbridge campus as it serves an area of demand for special school places in Wiltshire. There is confidence that the educational offer and outcomes will increase when capacity is reduced to a more sustainable level.

44. Due to the substantial refurbishment works at Trowbridge, if the proposed changes are accepted, there will be disruption to learning whilst refurbishment is underway. The main refurbishment will need to be scheduled after April 2024, once the planned remodelling at Silverwood Rowde is complete. Students may need to be temporarily placed at neighbouring sites or Rowde campus to enable the refurbishment of Trowbridge. Silverwood Senior Leadership Team will plan this temporary arrangement carefully and will minimise disruption.

45. Both Chippenham and Trowbridge proposals satisfy the wider Silverwood programme aims of delivering attractive buildings – offering safe, friendly, calm, and engaging places to learn. Classrooms will be accompanied by comparable facilities and support to that of Rowde, including: a hydro-pool, sensory rooms, therapy rooms and open outdoor space. Approval for Chippenham and Trowbridge refurbishment enables the planned closure of

the temporary Silverwood satellite provision at Bellefield and Longmeadow when the new build at Rowde is complete in autumn 2023. Silverwood School Senior Leadership Team support the closure of the temporary Bellefield and Longmeadow satellites, as they present a significant challenge for management capacity and the facilities do not offer equitable provision with the other elements of the Silverwood School estate.

## Financial Impact:

46. An indicative programme budget has been prepared with the input from the Senior Project Manager (Strategic Asset & Facilities Management Team), Footprint Architects and a Turner Townsend quantity surveyor. The indicative cost plan demonstrates that the proposed scheme can be delivered within the £3.6million allocated for Silverwood Phase 5 capital works.

<b>Capital Works Estimate</b>	<b>£M</b>
Chippenham Site	0.250
Trowbridge Site	2.750
Enabling Works	0.100
Fixtures & Fittings	0.250
Contingency	0.250
	<b>3.600</b>

47. The project contingency is 7% of the overall budget and there is the risk of possible cost overruns. However, Silverwood Phase 3 (Rowde new build) and Phase 4 (Main House) unspent contingency may be carried into Phase 5 works. There is also the opportunity to value engineer the project, to remain within the £3.6 million budget.

48. Securing 150 additional special school places for north Wiltshire offers a more cost-effective solution than independent special school placements (ISS) as shown in the table below. Whilst the primary driver behind the proposals is expanding the education offer of Silverwood School and meet the statutory requirement for more special school places, the financial benefits to Wiltshire Council cannot be ignored. The High Needs Block is £34million in deficit. The proposed growth of state funded special school places at Silverwood significantly reduces the financial burden of the alternative - expensive independent special school placements and higher cost transportation packages.

<b>Planned Places - Silverwood Campus Proposal</b>	<b>23-24 Places</b>	<b>24-25 Places</b>	<b>25-26 Places</b>	<b>26-27 Places</b>	<b>27-28 Places</b>	<b>28-29 Places</b>
Estimated learners rising to 150 by September 2028	14	44	74	104	134	150
Sensitivity assumption - 50% avoiding ISS	7	22	37	52	67	75
<b>Planned Cost Avoidance - Silverwood Campus Proposal</b>	<b>23-24 £M</b>	<b>24-25 £M</b>	<b>25-26 £M</b>	<b>26-27 £M</b>	<b>27-28 £M</b>	<b>28-29 £M</b>
Average ISS Place cost	0.059	0.060	0.062	0.063	0.064	0.065
Average Silverwood Place cost	0.022	0.023	0.024	0.025	0.025	0.026
Costs avoided per place	0.037	0.037	0.038	0.038	0.039	0.039
Average transport savings	0.010	0.010	0.010	0.011	0.011	0.011
<b>Cumulative costs avoided</b>						
ISS	0.257	0.818	1.395	1.988	2.596	<b>2.945</b>
Transport	0.070	0.226	0.387	0.555	0.729	<b>0.833</b>



48. It is important to note that the specialist school places form part of the statutory responsibility of the Council funded by dedicated schools grant and these cost-avoidance plans will form part of the council's Best Value proposals. The transport savings offer a cost-avoidance solution to the alternative of Independent Special School placements.

49. Pupil numbers are scheduled to build up over time and thus the full occupancy savings of £2.945m for dedicated schools grant and £0.833m for the local authority revenue account by 2028-29, potentially sooner, pending feasibility work. These reduced costs are inflation linked in the table above and will be recurrent after this timeframe.

50. The decision to invest £3.6m in Phase 5 expansion of Silverwood School was granted in November 2019. This report seeks to update Members with updated needs analysis data and request these funds are re-directed into securing 150 primary phase places in local community areas of Trowbridge and Chippenham. Taking needs analysis and current average costs into account, the proposal to reassign budget to remodelling the Trowbridge and Chippenham campuses of Silverwood represents a strong return on investment (ROI) and significantly better value than continued reliance on the independent sector.

### **Main Considerations:**

51. Primarily, the main consideration is whether the proposal to retain Chippenham and Trowbridge campuses meets the needs of families of children with SEND. Back in November 2019 the Lead Cabinet Member for Children's Services responded to the consultation on the future of Silverwood School and signalled a move away from closing Larkrise and St Nicholas Schools to a three-site solution. The Cabinet Member committed to a further consultation at a later stage in the Silverwood build programme to consider the requirement for sites in the future, based primarily on demand and the views of stakeholders at that time.

52. In 2019 Wiltshire Council set out that the needs and preferences of parents and carers will be key when considering the appropriateness of education pathway through Silverwood school. Whilst Rowde campus has the potential for up to 400 pupils, £3.6 million was allocated to deliver 50 of these in the 'Phase 5' works. In 2019, the decision was open on where and how the 50 places would be delivered. However, it was anticipated that capacity at the Larkrise and St Nicolas sites would be reduced if the sites were to be retained. In 2023, the consultation identified a strong preference to retain and invest in Chippenham and Trowbridge campuses.

53. Following Cabinet approval on 13 December 2022, the formal consultation was launched with Pre-Consultation briefings week commencing 23 January 2023. A 5-week formal consultation ran from 30<sup>th</sup> January to 5<sup>th</sup> March 2023. The consultation was widely publicised, including on the school and council websites, notices in the Wiltshire Times and Gazette & Herald, repeated targeted email and letter communications to 430 Silverwood families and communications from Wiltshire Council and partners such as Wiltshire Parent Carers Council.

54. Feedback from the consultation and the Student Council has been instrumental in formulating these proposals to Cabinet. Silverwood School have offered assurance that the concerns of families will be addressed, particularly in relation to the commitments for considered and sensitive transitions for pupils who are required to transition to Rowde campus to complete a secondary school education.

55. There are currently 85 children on roll at Chippenham (excluding 17 Sixth formers). The refurbishment proposal reduces this to 75. There are currently 112 children on roll at Trowbridge and the campus is deemed to be over-crowded. The refurbishment proposal reduces this to 75. Both Chippenham and Trowbridge campuses will meet the Gross Internal Area requirements for classrooms. However, some of the shared communal space and outdoor play areas fall short of the area guidelines contained within BB104, the DfE's guidance for special school design and space. For this reason, the proposal allows funding for joint outdoor spaces with neighbouring schools.

56. In November 2019, Cabinet set out the factors which would determine the future of Chippenham and Trowbridge campuses:

- demand for places forecast at the time of the consultation
- considering the journey experience of all pupils needing specialist education provision
- views of current and future stakeholders and particularly children and young people with SEND and their parent carers; and
- wider development of inclusive education for children and young people with SEND.

57. The response to the Cabinet requirements is set out below:

<b>Consideration</b>	<b>Response</b>
The demand for places forecasted at the time of the consultation	Place planning analysis highlights the 7.2-7.8% year on year growth for special school places across Wiltshire. This proposal will future-proof the Council for many years, meeting the needs of SEND learners. It is anticipated that Primary places across Chippenham and Trowbridge campuses will be fully commissioned within a year of project completion.
Taking into account the experience of all pupils needing specialist education provision	<p>The proposal seeks to expand SEND education, with the development of the local primary offer; followed by a specialist and broader secondary offer at Rowde; with the hybrid option of Sixth Form provision at mainstream or specialist SEND settings.</p> <p>This proposal secures 150 special school places – far more than the 50 originally planned for. 150 children will benefit from specialist education provision, as set out in their Educational Health Care Plan (EHCP).</p> <p>The proposal secures places across 3 geographic areas of Wiltshire and offers 3 sites for primary-aged education.</p>
The views of current and future stakeholders and particularly children and young people with SEND and their parent carers	<p>The views of current and future stakeholders have been gathered as part of the pre-consultation and formal consultation exercises, running from 23 Jan – 5 Mar 2023, as well as feedback from Silverwood Student Council.</p> <p>Feedback is summarised and the Silverwood response offered is set out in Appendix A.</p> <p>Silverwood Student Council is very receptive to proposals to expand the school. Most staff and parents also support the proposals. The 35 parents who have expressed concerns and</p>

	Silverwood are committed to working with families to address the issues that have been raised. It is hoped that the transition and support arrangements will overcome most parental concerns in the fullness of time.
<b>Consideration</b>	<b>Response</b>
The wider development of inclusive education for children and young people with SEND	<p>The SEND &amp; Inclusion service are fully invested in the delivery of the System of Excellence across the county and have an ambitious vision to create a truly integrated and inclusive system of outstanding education for all children and young people with special educational needs and disabilities (SEND). The SEND &amp; Inclusion service have ambitious plans to increase the range and quality of options for learners with SEND.</p> <p>The SEND &amp; Inclusion team have and continue to develop proposals to support the inclusion agenda, including plans to create secondary resource bases for 2023/24; specialist consultancy and training support to mainstream provisions working with children and young people with SEND; and development of other pathways for SEND learners.</p>

58. The final decision on the long-term future of Chippenham and Trowbridge campuses should take account of the views of Silverwood School, its students (represented by the Student Council) and feedback from the formal consultation, which concluded 5th March 2023. There was significant support for retaining (96%) and investing (95%) in Chippenham and Trowbridge campuses from the consultation. The desire to retain the campuses was echoed by Silverwood School Student Council and the Silverwood Senior Leadership team too.

59. The decision also needs to be informed by the increased demand for special school places, which means the Silverwood Chippenham and Trowbridge campuses are no longer large enough to accommodate both primary and secondary provision. The implementation of the proposed investment in the two campuses to provide an enhanced and equitable learning environment is dependent on a reduction in the number of classes and pupils currently at each of the two sites to a maximum of 9 classrooms and 75 pupils. The proposed Silverwood operating model encompasses a full curriculum offer and tailored SEND support – whilst remaining affordable, deliverable, safe and sustainable to Silverwood School. Cabinet will need to take account of the consultation feedback, alongside Silverwood Schools' ability to implement the proposed change based on its staffing, finances, and classroom space to deliver the necessary educational offer across each campus.

## Overview and Scrutiny Engagement

60. This proposal to retain and invest in Silverwood School Chippenham and Trowbridge campuses was presented to Corporate Leadership Team (17 April 2023) and Cabinet Liaison (26 April 2023) prior to submission for Cabinet approval.

## Decision making

61. This proposal satisfies the obligation upon Wiltshire Council to meet the education needs of SEND learners requiring a special school education, as set out in their EHCPs. The proposal to expand Silverwood School to 400 places was agreed by Cabinet in November 2019. The funding for Phase 5 works (£3.6million) is already assigned to the Silverwood School capital budget.

62. The Cabinet decision of November 2019 established the commitment that proposals to complete the Silverwood School expansion should be subject to consultation. Formal consultation on the proposal to change Silverwood pupil numbers to address over-occupancy, as well as changing Chippenham and Trowbridge to Primary phase campuses took place from 30 January to 5 March 2023.

63. These proposals to Cabinet take account of the formal consultation feedback; alongside the response to concerns raised by parents and carers. The proposals reflect the operating model that can be delivered by Silverwood School with the resources available to it, as well as the view from Silverwood leadership that children will ultimately receive the best secondary education at the Rowde campus.

64. The consultation – and the timing of this report - was scheduled to allow those consulted the time to give fully formed consideration and response; and allow time to reflect consultation feedback into final plans.

65. The proposal in this report offers an affordable plan to meet the need for additional special school places and the completed consultation fully satisfies the commitments made by cabinet in November 2019 and December 2022

66. 'Prescribed Changes' regulations require Cabinet to decide on proposals within two months of the end of the consultation, i.e. by 5<sup>th</sup> May 2023.

### **Safeguarding Implications**

67. There are no safeguarding implications arising from this proposal. Children and young people with SEND will continue to have their educational needs met within approved schools and settings.

### **Public Health Implications**

68. The provision of education, especially in a SEND context, positively contributes to population health and wellbeing. Access to high quality education plays a vital role in providing the foundations needed to ensure that all children have the best start in life, giving them the ability to learn and understand about health and wellbeing and have the opportunity to live healthier lives.

### **Procurement Implications**

69. The proposed refurbishment of Silverwood Chippenham and Trowbridge campuses will be subject to approved, established procurement practices followed by Wiltshire Council Estates Team for high value procurements. This will include the use of building frameworks.

### **Equalities Impact of the Proposal**

70. An Equalities Impact Assessment (EIA) was prepared for the original proposal in 2019. It has been revisited and updated as part of the development of these current proposals and is presented in Appendix B. The EIA has shaped and informed the proposals and will continue to be a process that will support secure decision making. The consultation has been extensive and inclusive, and every attempt has been made to get the views of interested parties.

71. Cabinet is required to pay due regard to the need to eliminate discrimination, however, it is not always possible to mitigate all negative impacts of a decision on a particular group. This report and the subsequent recommendations seek to decrease or eliminate any disadvantage for any children or family involved. The proposal for Silverwood School, delivered across three campuses and meeting differentiated learning needs, positively seeks to offer greater access and diversity of curriculum and support in a world class learning environment.

## **Environmental and Climate Change Considerations**

72. The proposed refurbishment of Chippenham and Trowbridge campuses include an investment in the mechanical and electrical infrastructure of the school sites. It is anticipated that the climate and environmental impact will be improved. We will explore all funding opportunities to improve energy efficiency of the building and ways to fund renewable energy, as part of the mechanical and electrical design work.

## **Workforce Implications**

73. The proposed change in student numbers at Chippenham and Trowbridge campuses will result in the redeployment of some teaching and support staff across Silverwood sites. Silverwood leadership team will commence the management of change process, with support from Wiltshire Council HR, if the necessary Cabinet approvals have been granted. Silverwood School employees who may be affected by these proposals have received briefings and attended information sessions.

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

74. If the proposal to change the numbers and the age profile of Chippenham and Trowbridge campuses is not accepted, there is the risk that Silverwood School continues to be over-subscribed. In practice, this means the school would not be able to accept new children - so all reception-aged children and transfers in would have to go to Rowde (space permitting). It would also mean the campuses could not be upgraded, leading to a two-tier quality of provision compared to Rowde campus. The resulting model would not make good use of resources and is not supported by Silverwood leadership.

75. If the Phase 5 expansion plan is delayed until suitable alternatives are found, Wiltshire Council needs to identify an alternative solution to meet the 7.2-7.8% year on year growth in demand for special school places - and there is already a deficit in special school places. In practice, this would mean children are placed in expensive ISS provision.

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

76. In 2019 there was parental opposition to proposals to close Chippenham and Trowbridge campuses, which resulted in a judicial review. In 2023, some parents oppose

proposals to change the age range at these campuses. Although it is accepted that some families believe they are adversely affected by the proposals, there is confidence that processes have been followed to ensure decision making is lawful, consistent and has regard to all relevant, and only relevant, considerations.

77. There are a small number of families who believe they are adversely affected by proposals. Silverwood School have made a commitment to working with individual families to develop thorough, considered, sensitive transition plans. There is the risk, however, that proposals will generate adverse publicity and social media commentary. In anticipation, Wiltshire Council and Silverwood School have developed a joint communications plan.

78. It should be recognised that the proposals offer a holistic solution to the development of Silverwood School operating model – and therefore cannot be considered individually. The inter-dependence of proposals means that retention and investment in Chippenham and Trowbridge is predicated on a growth in Silverwood registered places. Also, investment in the Chippenham and Trowbridge campuses requires a reduction in classrooms – and therefore a change in age range – if it is to address overcrowding issues. To accept some proposals and reject others would require a re-working of the operating model, a new consultation and a delayed decision. In the meantime, Silverwood Chippenham and Trowbridge campuses would continue to be overcrowded and full, and would not have capacity to accept new pupils including their annual reception age intake.

79. If approved, the programme team will work with Silverwood leadership team to develop plans to minimise disruption and re-assure families.

80. The refurbishment of existing buildings means there will be design compromises and derogations from DfE space standards, particularly with access to outdoor recreation space at Trowbridge. The derogations from BB104 have already been discussed with Silverwood and accepted. Proposals for shared facilities with neighbouring schools have been discussed and agreed in principle.

81. Silverwood employees have already experienced considerable change – and this proposal extends the period of change through to 2024/25. This proposal has been drawn up by the Silverwood Senior Leadership Team, thereby ensuring there is sufficient time and management capacity to manage growth of the schools; the disruption during the refurbishment; the relocation of existing employees and recruitment of additional staff; and the closure of satellites.

82. If approved, the retention of Trowbridge and Chippenham campuses creates local special Primary school campuses and will ultimately reduce school transport times for primary children. However, the transportation of children to and from school will be disrupted during the Phase 5 works. The programme team will work with Transport Services to ensure the changes can be modelled through and optimised routes scheduled.

83. The proposal to increase registered places and amend provision between Silverwood campuses alter school transport routes and schedules. Additional vehicles, drivers and transport assistants are required for safe, effective and efficient school transport. To mitigate risks, Passenger Transport have been involved in the formal consultation exercise and have drawn up plans to address to the challenges that were identified by families.

84. There is the risk that the £3.6 million budget for Phase 5 works is insufficient in the current climate of escalating build costs. However, there is £250k in the cost plan for

contingency. If necessary, the scheme can be value-engineered to mitigate against rising costs and remain affordable.

## **Financial Implications**

85. If Cabinet decide not to retain and invest in Chippenham and Trowbridge campuses, the required number of specialist school places will not be created and more children with highest levels of need will inevitably be placed in independent special schools (ISS.) Securing 150 additional special school places for north Wiltshire offers a more cost-effective solution than independent special school placements (ISS). Assuming an average cost saving of £0.036m per place, per annum. and assuming 75 children are being diverted from ISS to the additional Silverwood provision – resulting in reduced costs of £2.945 million per annum once each site is fully occupied. This forms part of the Councils extensive HNB recovery plan and Best Value response. In addition, it is likely that these places would not be readily available from the ISS market so the council would struggle to meet its statutory duty for SEN school place sufficiency.

86. The SEN school transport is a local authority revenue budget pressure, potential cost savings of £0.010m per pupil per annum are calculated resulting in reduced SEN transport costs of £0.460m per annum once each site is fully occupied. Reduced transport costs are driven by primary phase children who can be educated in or nearer their own communities and all children who can remain in county rather than in specialist independent sector places which are often outside the county borders. Once the sites are occupied these savings will be quantified and added to the Councils MTFs.

87. The decision to invest £3.6m in Phase 5 expansion of Silverwood School was granted in November 2019. The proposal does not require additional capital funding from that already approved.

## **Legal Implications**

88. In December 2022, Cabinet reviewed the pre-consultation proposals and requested the proposals are re-submitted to full Cabinet following conclusion of the formal consultation.

89. Proposals to change pupil numbers across the different campuses and the re-designation of Chippenham and Trowbridge campuses through a change in the age range required formal consultation in accordance with the relevant statutory guidance.<sup>1</sup> This requirement was noted in the cabinet decision 19 November 2019 and 13 December 2022.

90. The statutory guidance includes specific guidance for decision-makers in making a decision. This is reproduced below.

91. Decision-makers will need to be satisfied that the appropriate fair and open local consultation and/or representation period has been carried out and that the proposer has given full consideration to all the responses received. Decision-makers should not simply take account of the numbers of people expressing a particular view. Instead, they should give the greatest weight to responses from those stakeholders likely to be most affected by a proposal – especially students and the parents of children at the affected school(s).

92. Decisions must be made within a period of two months of the end of the representation period, or they must be referred to the Schools Adjudicator. The representation period ended 5 March 2023, therefore Cabinet needs to decide on proposals by 5<sup>th</sup> May 2023.

93. When issuing a decision, the decision-maker can:

- reject the proposal.
- approve the proposal without modification.
- approve the proposal with modifications, having consulted the LA and/or GB (as appropriate); or
- approve the proposal, with or without modification – subject to certain conditions (such as the granting of planning permission) being met.

94. The decision to delegate decision-making in respect of implementing the proposals and applying the capital budget to the Director of Education & Skills is in accordance with the Delegation of Executive Functions at Part 3 Section C and the Scheme of Sub-Delegation to Officers at Part 3 Section D2 of the Constitution.

## Options Considered

95. The development of options for Phase 5 expansion of Silverwood School has been an iterative process, starting from May 2019 report to Cabinet. Originally, it was proposed that Chippenham and Trowbridge campuses would be closed once Rowde campus met the expansion target set out in the original proposal. In November 2019, Cllr Church stated the future of Chippenham and Trowbridge campuses was to be left open, pending further formal consultation at a later stage.

96. Since 2019 there has been the opportunity to undertake more detailed place planning work to understand demand for special school places. In addition, the new leadership team at Silverwood had the opportunity to evaluate their operating model and have shaped the proposals for change. There has also been the opportunity to reflect on feedback from the 2019 consultation and develop options.

97. Silverwood School led the 2023 formal consultation exercise. They hosted the live consultation events and have considered every consultation response. The Leadership Team have developed responses to concerns to the proposals and have undertaken to address individual, specific concerns for families who feel their children are adversely affected by proposals.

98. The proposals presented to Cabinet in December 2022 and May 2023 represent the wishes of Silverwood School to:

- Invest and Retain in Chippenham and Trowbridge campuses (the Proposal):* The 2019 and 2023 consultations identified strong support to offer special school provision and therefore retain and invest in Chippenham and Trowbridge campuses as part of the Silverwood School offer.
- Alternative options – ‘Do Nothing’ or ‘Dispose of Chippenham and Trowbridge campuses’* are not supported by Silverwood School. The campuses are over-capacity and do not satisfy DfE space standards BB104. Over-capacity issues mean it is difficult to find ‘break out’ teaching or therapy spaces. More significantly, learners cannot access quality outdoor recreational space under current arrangements. Silverwood School oppose the ‘Do nothing’ option.



- iii. Equally, there is no support for a proposal to *'Dispose of Chippenham and Trowbridge sites and replace with new schools'*: capital receipts are expected to generate <£1million per site. It is estimated that it would cost at least £10 million to acquire special school places on alternate sites. This is unaffordable and undeliverable.
- iv. Silverwood School do not support an option to *Develop Phase 5 provision at Silverwood Rowde* as there are already plans to develop the existing estate (the Main House and Orchard Block) as part of Silverwood School Phase 4 investments. Any further growth on the Rowde site would need to be a new build – and is therefore deemed cost prohibitive at this stage and likely to exceed capacity at the site. Further building at the Rowde site, as an alternative to retaining and investing Silverwood Chippenham and Trowbridge campuses, reduces Silverwood's geographic coverage of Wiltshire.

## Conclusions

99. This proposal satisfies the obligation upon Wiltshire Council to meet the education needs of a growing number of SEND learners requiring a special school education. The proposal to expand Silverwood School at Chippenham and Trowbridge campuses - by securing 150 high quality places – responds to feedback from the 2019 and 2023 consultation exercise. It offers an affordable and sustainable solution to SEND learners in north Wiltshire and is fully endorsed by Silverwood leadership team.

100. Whilst there was a mixed response to plans to amend the age profile of learners at Chippenham and Trowbridge, Silverwood School is confident they can address the concerns of the majority of families through thoughtful, sensitive, child-focused transition plans.

**Lead Director: Lucy Townsend, Corporate Director People, Director of Children's Services**

Report Author: Melissa Hardwell, Head of Special School Transformation,  
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17 April 2023

## Appendix A - Silverwood Chippenham and Trowbridge Formal Consultation

### Pre-Consultation

Prior to the formal consultation period, in accordance with DfE guidance for good practice, pre-consultation information sessions were held on 24/1/2023 (online via Microsoft Teams) and on 26/1/2023 (face-to-face at Silverwood Rowde campus). The sessions were promoted to all Silverwood School parents/ carers, staff, and governors.

To minimise barriers to attending the online session, no registration was required and the link to the session was included in the communications, including reminders. The online session was a 'Live Event' format which meant it would be suitable for any number of attendees and could be recorded. The recording of the session, [Silverwood Information Session](#), was then published on the school and council websites and sent to every Silverwood family to maximise reach. The face-to-face session did require booking via email or telephone so we could know numbers and prepare suitable space.

The online session included a presentation from Silverwood School Executive Headteacher Sean McKeown followed by a facilitated questions and answers sessions via the chat box. The face-to-face session included the same presentation, followed by a questions and answers two-way discussion. The two sessions were delivered together between the council and the school.

The online session had eleven anonymous attendees and the face-to-face session had seven parent carer attendees:

- 4 parent carers of pupils at Silverwood, Trowbridge
- 1 parent carer of a pupil at Silverwood, Chippenham
- 2 parent carers of a children who attends mainstream school, 1 of whom accesses the Silverwood 'Plus Programme'

Themes from the questions and answers sessions from the pre-consultation information sessions included:

- Positivity about the proposal to retain the Trowbridge and Chippenham campuses
- The need for investment at the Trowbridge and Chippenham campuses
- Some pupils would find a transition to Rowde difficult
- Meeting complex medical needs
- Questions about transport and drop-off
- Some pupils could find a large school environment overwhelming
- Reduced choice for secondary provision (three campuses moving to one)
- Some parents had chosen the school for their child expecting them to be able to spend their whole school life based at that campus

Attendees were also asked about the preferred format for the consultation sessions. Feedback included:

- Both face to face and online
- At both Silverwood Chippenham campus and Silverwood Trowbridge campus

### Publication

The statutory notice and consultation documents were widely distributed, including by email/ letter to all Silverwood parent carers, staff and governors, and via Wiltshire Parent Carer Council (WPCC) to the wider SEND community (WPCC membership is over 4000). They were also sent to each local authority with pupils at Silverwood School. The documents were hosted on the school website and on the council website including the Local Offer. The notice was published in the local press, in the Wiltshire Times and the Gazette & Herald, and at the entrances/ notice boards of each school campus.

## Representation (Formal Consultation)

The representation period ran from 30/1/2023 – 5/3/2023. The statutory guidance required a 4-week representation period but the council and school agreed to run it for 5 weeks as it straddled half term and to maximise opportunities for people to participate. The proposal documentation and communications invited participation in the consultation via face-face sessions, an online session, via post, email and an online survey. The consultation sessions were delivered together between Silverwood (Executive Head Teacher and Director of Learning) and Wiltshire Council (SEND Place Planning Commissioning Lead and Head of Passenger Transport Unit).

Date	Venue	Attendance	Additional Info.
20/3/2023	Silverwood, Trowbridge	5 parent carers  1 Silverwood teacher of pupils with PMLD, and 1 Silverwood senior leader with oversight of interventions and therapies joined the session to help answer questions.	This additional session was added to the consultation programme for parent carers of children with children with PMLD, as requested by two parents.
22/3/2023	Silverwood, Trowbridge	3 parent carers	
22/3/2023	Online	5 parent carers (including 1 member of staff) and 1 manager of Stepping Stones District Specialist Centre (SEND early years setting)	
24/3/2023	Silverwood Chippenham	4 parent carers	

The online survey was the most used method of participation, with 141 responses during the representation period. Four email responses were received and no responses via post.

## Online Survey Responses

	Responses	%
Parent carer	77	55
Staff	53	38
Other	11	8
Total	141	100

Question	Yes	No	Not Sure
Do you agree with the proposal to retain the Silverwood Chippenham and Trowbridge campuses?	96%	2%	2%
Do you agree with the proposal for Wiltshire Council to invest to upgrade the Silverwood Chippenham and Trowbridge campuses?	95%	2%	3%
Do you agree with the proposal for a change in age range at Silverwood Chippenham and Trowbridge campuses to primary, age 4-11 (Reception – Year 6) from September 2023?	51%	30%	18%

Do you agree with the proposal to change Silverwood School's registered place number from 410 to 460 from September 2023?	65%	9%	26%
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The proposals to retain and invest to upgrade the Silverwood Chippenham and Trowbridge campuses had very strong support with 96% and 95% responding 'Yes' respectively.

The proposal to change the age range at the two campuses had a more mixed response with 51% responding 'Yes' and 30% responding 'No'.

There was support for the proposal to increase the Silverwood School registered place number with 65% responding 'Yes' and 9% responding 'No'.

### Online Survey Response Comments and Consideration of the Comments

For each of the mandatory four Yes/No/Not Sure questions, the survey gave the opportunity to provide a comment in a free text box. The survey also gave the opportunity to answer in free text boxes to the questions:

- Are there any other comments you would like to make in relation to any of the questions above?
- Are there any other options you think should be explored?

62% of the survey responses provided a comment to at least one of these six optional free text box questions. The comments to each of these six questions have been analysed and for each the most commonly occurring themes have been listed below. These themes are also representative of the comments and concerns raised in the consultation sessions and email responses.

Do you agree with the proposal to retain the Silverwood Chippenham and Trowbridge campuses?

Theme	Comments	How have Silverwood School and the council considered these comments?
Retaining the sites is positive – better local provision/ link to the community	17	Agree that retaining sites is important to meet the growing demand for SEND places across Wiltshire.
Retaining the sites is positive because of the demand for places	10	We fully agree

Do you agree with the proposal for Wiltshire Council to invest to upgrade the Silverwood Chippenham and Trowbridge campuses?

Theme	Comments	How have Silverwood School and the council considered these comments?
Upgrading the sites is positive – the campuses need updating/ improve the learning environment	19	We agree that this is an important step, which will offer parity of environmental factors for our pupils, and ensure they have the best learning experience. Space standards are a real concern with noticeable overcrowding on Chippenham and Trowbridge sites.

Do you agree with the proposal for a change in age range at Silverwood Chippenham and Trowbridge campuses to primary, age 4-11 (Reception – Year 6) from September 2023?

Theme	Comments	How have Silverwood School and the council considered these comments?
Concern - Transition/ Disruption	15	The school will work with teachers, parent/carers, and the pupil themselves to agree a suitable transition plan that works for everyone, reviewing the plan during the transition period if needed. Individual pupil needs will absolutely be centre to the plan in place, and will be flexed accordingly in consultation.
Concern - Choice	14	<p>The school recognises that focussing Chippenham and Trowbridge campus sites on early years and primary reduces choice to parents and carers of secondary age pupils, however, these sites are not big enough to continue to support both primary and secondary provision due to the increased demand for places.</p> <p>The school wishes to provide an excellent learning environment for all Silverwood pupils, with appropriate space standards and age-related equipment and learning materials. This cannot easily be achieved by retaining secondary provision at Chippenham and Trowbridge, but the new build at Rowde will offer fantastic, needs-based learning environment with state-of-the-art equipment to support all pupils irrespective of their individual need.</p> <p>The proposal to invest in the Chippenham and Trowbridge sites will offer choice to families of reception and primary age pupils. The Rowde campus will also offers reception and primary provision.</p>
Concern – Travel/ Transport	13	Passenger Transport Unit will work with parent/carers on travel plans to meet the individual needs of their child. Additional vehicles, drives and passenger assistants are being secured and journey times to and from school will be minimised.
Concern – PMLD Needs/ Access to Health Services	9	<p>Pupils with PMLD are specifically provided for within the design of the new build and the state-of-the-art equipment provided. Plans were co-created with PMLD pupils and parents as part of the school design.</p> <p>Well-developed transition plans, with pupils at the heart of the plan, will ensure that pupils transition well to Rowde campus.</p> <p>The school is confident that pupils at the Rowde campus will have good access to healthcare services.</p>
Concern – Access to the Local Community	7	Teachers offer, as part of the curriculum, a range of trips and community visits, to ensure that pupils experience their local communities and benefit from a range of developmental life skill opportunities; this includes visits to a number of communities within the county including

		Chippenham and Trowbridge. Pupils will continue to have access to minibuses for planned trips.
Concern – Impact to Child	5	Silverwood pupils will remain at the centre of everything we do. We recognise that any change to a well-developed routine could have an impact on a child; carefully thought out and developed transition plans will be prepared and discussed with parent/carers, teachers, and of course the child themselves.

Do you agree with the proposal to change Silverwood School's registered place number from 410 to 460 from September 2023?

Theme	Comments	How have Silverwood School and the council considered these comments?
There is an increased need for places	18	We agree this is an important consideration if we are to meet the growing SEND place demand
Additional places will require increased staffing and resources	10	We recognise the need to increase staffing and resources to meet the increased demand and this is built into school budget. Silverwood will receive additional pupil funding for any increase in pupil numbers.

Are there any other comments you would like to make in relation to any of the questions above?

Theme	Comments	How have Silverwood School and the council considered these comments?
Concern – Access to Local Community	6	Teachers offer, as part of the curriculum, a range of trips and community visits, to ensure that pupils experience their local communities and benefit from a range of developmental life skill opportunities; this includes visits to a number of communities within the county including Chippenham and Trowbridge. Pupils will continue to have access to minibuses for planned trips.
Concern – Choice	5	The proposal to invest in the Chippenham and Trowbridge sites will offer choice to families of reception and primary age pupils. The Rowde campus will also offers reception and primary provision.
Concern – Disruption/ Stress to Child or family	5	Silverwood pupils will remain at the centre of everything we do. We recognise that any change to a well-developed routine could have an impact on a child; carefully thought out and developed transition plans will be prepared and discussed with parent/carers, teachers, and of course the child themselves.

Are there any other options you think should be explored?

Theme	Comments	How have Silverwood School and the council considered these comments?
Option for families to choose to stay at their current campus or	12	The retention of both Chippenham and Trowbridge campuses and their planned refurbishment, relies on a reduction in the current number of classrooms and pupils. The rationale for this is to ensure that current overcrowding can be addressed, that the refurbishment will meet improved space standards for

move to Rowde		pupils, create more outdoor space, providing age-appropriate equipment and learning resources. The Chippenham and Trowbridge campuses are not big enough to continue to support primary and secondary provision because of the increased demand for places.
<b>Theme</b>	<b>Comments</b>	<b>How have Silverwood School and the council considered these comments?</b>
Create additional provision in Trowbridge/ Chippenham to meet local need	7	<p>There is no space within the school to expand provision for Chippenham and Trowbridge campuses. We have become reliant on temporary classrooms or space in other school settings away from main campus sites, to meet urgent need for places; this is not equitable or sustainable long term.</p> <p>Wiltshire Council is working on a range of projects to increase capacity at special schools and resource bases in Wiltshire but there is no current option to expand Silverwood School provision in Trowbridge or Chippenham.</p>
Consider options for 6 <sup>th</sup> Form	7	Silverwood's 6 <sup>th</sup> Form College will be retained in Chippenham, with further provision for 6 <sup>th</sup> Form at the Rowde campus.
Option to retain PMLD provision at all three Silverwood campuses	6	<p>PMLD provision for reception and primary will continue to be supported at both the Chippenham and Trowbridge campuses, and also be provided at the Rowde campus.</p> <p>The new build at Rowde, and the state-of-the-art equipment provided, has been designed to meet the needs of all age groups and for pupils with PMLD. Plans were co-created alongside pupils with PMLD, staff and parents as part of the school design.</p> <p>Well-developed transition plans for all pupils with PMLD, taking careful account of their specific needs, will ensure that pupils transition well to Rowde campus. Where the individual needs of pupils with PMLD require an extended transition, we will work with parents, staff, and other professionals to support that transition.</p> <p>The school wants to give the opportunity for all pupils to have peer groups at their age, including for pupils with PMLD.</p> <p>The school wishes to make best use of all its staff and resources, including for pupils with PMLD, and believe this can be best achieved by focussing all secondary provision, including for pupils with PMLD, at the Rowde campus.</p>

## Full Equality Impact Assessment (EQIA)

This proposal requires a full EQIA as there is a risk of significant adverse impact on service users including 'vulnerable groups' and/or and those from certain protected characteristics. An EQIA shows how you have and intend to ensure equalities issues are taken into account in:

1. making key decisions e.g. there are 3 cost saving proposals and you need to agree one
2. implementing an agreed decision e.g. you have agreed the proposals and need take on board the needs of those affected and reduce any negative impact where possible
3. reviewing the outcome of the decision e.g. reviewing the actual impact on people and whether it was successful in achieving savings

This document is a way of recording processes and is a key part of our obligation to show 'due regard'. The document can be updated and shared with decision makers throughout the project to inform which approaches/ ideas etc. are taken forward, how it is implemented and to review its success.

### Please append all related:

- **EQIA screenings**
- **Full Equality Impact Assessment (EQIA)**
- **Equality Impact Assessment Quality Assurance Checklist**
- **Proposals- budget/ practice/ policy**

### Officers Involved in completing screening

Officer completing Equality Impact Assessment: <i>Responsible for gathering the information needed for the forms and completing the forms</i>	Melissa Hardwell
Head of Service or Operational Director authorising Equality Impact Assessment: <i>Responsible for ensuring that equality impact of any proposal has been fully considered</i>	Helean Hughes
Date Equality Impact Assessment completed:	13 April 2023



• Proposal being Assessed	
Title of Budget Option/ Report: <i>Name of the proposed new or changed legislation, policy, strategy, project, or service being assessed</i>	<b>Proposal to Retain and Invest in Silverwood School Chippenham and Trowbridge Campuses</b>
Service Area and Directorate:	SEND & Inclusion, Education & Skills
Budget Option:	N/A
Budget Reference: <i>Relevant reference if this screening is being used for a formal budget proposal as part of the budget cycle</i>	N/A
Date proposal to be considered at Cabinet (if known):	2 May 2023
Is this a new proposal?	No, this is a development of a Silverwood School proposal that was presented to Cabinet previously in November 2017, November 2018, and November 2019. The proposals were revised and re-submitted to Cabinet (pre consultation) in December 2022 and have been updated following formal consultation for the Cabinet meeting 2 May 2023.
If linked to previous years give details:	Cabinet November 2017, cabinet Report November 2018, cabinet report May 2019, cabinet report November 2019, cabinet report 13 December 2022.
On whom will the policy / decision impact?	<input checked="" type="checkbox"/> Service users and their families/carers <input checked="" type="checkbox"/> Staff <input checked="" type="checkbox"/> Other public-sector organisations <input checked="" type="checkbox"/> Voluntary / community groups / trade unions <input type="checkbox"/> Others

Brief description of policy / decision to be screened:	<p>On the 22 May 2019, the Cabinet approved the establishment of a new maintained special school (Silverwood School) with a single leadership team for St Nicholas (Silverwood Chippenham), Rowdeford (Silverwood Rowde) and Larkrise (Silverwood Trowbridge) schools. A new school building at Silverwood Rowde will be ready to accept pupils in autumn 2023.</p> <p>In 2019 Cabinet agreed to consult on future proposals for Chippenham and Trowbridge campuses.</p> <p>In December 2022 new proposals for Silverwood School were resented to Cabinet:</p> <ul style="list-style-type: none"> <li>• Proposal to retain Chippenham and Trowbridge campuses</li> <li>• Proposal to invest in Chippenham and Trowbridge campuses to address over-crowding and offer indoor and outdoor facilities that compare with the new campus at Rowde</li> <li>• Proposal to increase the number of official places at Silverwood School from 410 to 460</li> <li>• Proposal to change the age range at Chippenham and Trowbridge from all through (Reception to Year 11) to primary age (Reception to Year 6). The change is required to reduce over-crowding by reducing the number of classrooms to 9 per site.</li> </ul>
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### • Reasoning behind the Proposal

Please see the papers being presented to cabinet link:

Cabinet reports of the 13 December 2022:

<https://cms.wiltshire.gov.uk/documents/s209675/Proposal%20to%20retain%20and%20invest%20in%20Silverwood%20School%20Chippenham%20and%20Trowbridge%20campuses.pdf>

The Cabinet report of 13 December 2022 describe the reasoning and information which was used to justify the proposals for changing the education model at Silverwood School, particularly around the education offered by the Chippenham and Trowbridge campuses. The Cabinet meeting of 13 December 2022 decided that proposals needed to be subject to formal consultation (following 'Prescribed Changes regulations') before a decision on Chippenham and Trowbridge campuses is made on 2 May 2023.

The proposal to invest in the refurbishment of Chippenham and Trowbridge campuses is essential if Wiltshire Council is to meet growing demand for special school places. Consultation survey responses were received from 141 people. Silverwood School Student Council were also asked what they thought of the proposals. The responses from the formal consultation and Student Council identified high levels of support for retaining and investing in Chippenham and Trowbridge campuses.

The proposal to increase the number of places at Silverwood School (across all three campuses) received support from two thirds of the survey responses. 65% supported the proposal, 9% were against the proposal, and the remainder were unsure. Silverwood Student Council supported the plans, as it allows more children the opportunity to gain a Silverwood education. Without an increase in registered place numbers, the rationale for retaining and investing in Chippenham and Trowbridge campuses is undermined. Put simply, Silverwood School need to increase place numbers to meet current and future demand; and the planned £3.6 million investment cannot be justified without an increase in place numbers.

To improve Chippenham and Trowbridge learning environments; achieve better compliance with Building Regulation BB104; and address overcrowding, the number of classrooms need to be reduced to 9 classes per site. The reduction in classrooms changes how many children can attend the school. There won't be enough classrooms to educate both primary and secondary aged pupils at the remodelled Chippenham and Trowbridge campuses. For this reason, it is proposed to offer primary education (Reception to Year 6) at Chippenham, Trowbridge and Rowde. It is proposed that secondary age pupils are moved to Rowde campus to continue their education – where there is the full range of facilities to support the more specialist secondary education and children/young people can enjoy an education with their peer group.

The life skills classes syllabus will be developed to ensure children who are educated at Rowde continue to benefit from planned curriculum visits to local shops and communities in Devizes, Chippenham, and Trowbridge – thereby ensuring vital community engagement and visibility is maintained.

The proposed change of age range at Chippenham and Trowbridge generated the greatest level of feedback and opposition in the formal consultation. Just over half of survey respondents were in favour of the age change (51%). However, 45% of parent/carers responses were in opposition to the proposal to change age ranges. Parent/carers had concerns regarding the transition of secondary age learners to Rowde campus over:

- transition/ disruption to education
- reduction of choice of offer
- transport times and arrangements

- perceived (dis)benefit of PMLD provision offer at Rowde
- access to emergency medical care and support.
- visibility, access, and presence of learners within their local communities
- and impact to the individual child (especially from some parents of learners with profound and multiple learning disabilities (PMLD)).

There is the view from some parent/carers that proposals to change Chippenham and Trowbridge to primary school campuses represent a reduction in choice for their children and young people. Although the proposals will restrict choice for some children, Silverwood School feel this change is necessary to retain and invest in Chippenham and Trowbridge campuses - and maximise the number of places for learners with SEND for current and future Silverwood pupils.

Opposition to proposed changes to the age range at Chippenham and Trowbridge presents two areas of significant risk:

- Reputational damage - Where the council does not have full support regarding proposals there is the possibility of reputation damage where the public identifies that the council is not listening to their views.
- Legal challenge – Where stakeholders, including parents and carers, believe that there is sufficient evidence to show that the council:
  - Has not reached a reasonable decision from the information available
  - Has not used the appropriate information
  - Has not followed procedure appropriately

This EIA is now considering the impact of the new proposals for decision making on 2 May 2023. To honour the commitments made in 2019 and December 2022, a full formal consultation was launched on 30 January 2023 and ran for 5 weeks. The consultation was open to the public, but particular – and significant effort - was made to engage with 430 Silverwood pupils and families. The consultation period concluded on 5 March 2023. Silverwood School and the project team have considered all the feedback received and prepared responses to the main areas of concern. Having taken account of all the feedback, the Cabinet report has been updated.

The proposals being put forward to cabinet are as follows:

- I. Cabinet decides on the proposals for the future of the Silverwood School campuses, taking account of: forecast demand for special school places in Wiltshire; the views of current and future stakeholders and, in particular, children and young people with SEND and their parent carers gathered from the formal consultation; together with the Silverwood School Senior Leadership Team proposals for an optimised operating model.
  
- II. Cabinet approves the change to Silverwood School pupil numbers, increasing registered place numbers from 410 to 460.

- III. Cabinet approves the change in age range on the campuses to deliver the operating model recommended by Silverwood School. The proposed re-design, post refurbishment, results in 9 classrooms per campus. Upon completion of the refurbishment, there will be 75 primary school places (Reception to Year 6) at the Chippenham campus and 75 primary school places (Reception to Year 6) at the Trowbridge campus, accommodated in 9 classrooms per campus.

Throughout the consultation, the proposed change of use of Chippenham and Trowbridge campuses (from all-through to Primary) attracted the strongest parental comments. Although the majority of respondents supported or had no opinion on proposed change to the age range, 35 parent/carer responses were in opposition to the change of age range proposals. However, Silverwood School believe that Rowde becoming the sole campus offering secondary education will achieve the best educational outcomes for all Silverwood students. Also, Silverwood Students – when asked previously – stated a preference to be educated amongst their peers. Everybody recognises that transition between campuses will need to be underpinned by reflective and supportive transition plans.

- IV. Cabinet considers the proposal to retain and refurbish Silverwood School Chippenham and Trowbridge campuses, funded from pre-approved 'Silverwood Phase 5' capital funding.
- V. Decision-making in respect of implementing the proposals in respect of Silverwood School is delegated to the Director of Education & Skills.
- VI. Silverwood Phase 5 capital funds are already approved and delegated to the Director of Education & Skills. It is recommended that the Director can apply the capital funds in the refurbishment and fit out of Chippenham and Trowbridge campuses to deliver equity of provision (in shared spaces, finishes and fittings, furniture, and equipment) with specifications for the new build at Rowde campus. The Director of Education & Skills is authorised to apply some of the Phase 5 delegated budget, if necessary, facilitate works at the nearby schools to Chippenham and Trowbridge campus to support Silverwood students in accessing outdoor recreational and PE space, to better meet space planning standards and more inclusive play opportunities.

That this is achieved by:

- a) Approving the decision to retain and invest in Silverwood Chippenham and Trowbridge campuses.
- b) Completing the statutory processes (under the 'Making Significant Changes (Prescribed Alterations) to Maintained Schools' Guidance), to increase the number of registered places offered by Silverwood School to 460.
- c) Approving the change of age range at Chippenham and Trowbridge to primary age (Reception to Year 6)

d) Noting that children and young people of secondary age will be supported in their transition to Silverwood Rowde.

**Results from the screening**

Specify which protected characteristics (and groups within) were identified in the screening as at risk of adverse impact

Age	Disability	Race	Religion or belief	Gender
<p>Children and young people are within scope of the proposal from birth to age 25, but specifically school age children/ young people</p>	<p>The proposals will impact on all children and young people with SEND who are educated or will be in a special school in the north of the county and their families. Approximately 12.5% of children have an EHCP or have a SEN Support plan. The proposals will also make changes to the buildings at the Chippenham and Trowbridge sites, to make them more compliant with BB104. The proposals also address overcrowding.</p> <p>The proposals result in children with SEND re-locating from Chippenham and Trowbridge campuses to Rowde campus to complete their secondary education. Transportation</p>	<p>Services and schools, and access to services and schools are not restricted to or by race and ethnicity.</p>	<p>Services and schools and access to services and schools are not restricted to or by religion or belief</p>	<p>Services and schools and access to services and schools are not restricted by gender</p>

	needs will continue to be met by Schools Transport Service.			
<b>Maternity or pregnancy</b>	<b>Transgender</b>	<b>Sexual Orientation</b>	<b>Marriage or Civil Partnership</b>	<b>Socio-economics/ at risk groups</b>
There is no direct relationship to maternity or pregnancy. However, any decisions made about staff will need to take into account appropriate guidance regarding staff currently pregnant or on maternity leave.	Neutral impact	Neutral impact	Neutral impact	<p>There is a higher incidence of SEND amongst children and young people who are in receipt of free school meals therefore both the benefits and risks will impact on this group.</p> <p>The role of parent/can be a stressful one and the decision may increase pressures on families with children with SEND if they are worried about any future changes to their child's education.</p>

**• Making Informed Decisions – Useful Data**

The data is given in the cabinet reports and the scrutiny task groups reports.

## Data Gathering - Summary

If not clearly identified above briefly summarise how different groups will be affected by the proposal(s):

The proposals will impact on all children and young people with SEND who are educated or will be in a special school in the north of the county (who are named for Silverwood School) and their families. Approximately 12.5% of children have an EHCP or have a SEN Support plan. The proposals will also make changes to the buildings at the Chippenham and Trowbridge sites, to make them more compliant with BB104. The proposals also address overcrowding.

The proposals result in Silverwood School-named children re-locating from Chippenham and Trowbridge campuses to Rowde campus to complete their secondary education. Transportation needs will continue to be met by Schools Transport Service.

<b>Profile:</b>	<b>Are any groups disproportionately impacted by the changes (who, how and why):</b>
Age profile:	<p>Are any age groups disproportionately impacted by the changes (who, how and why):</p> <p>This a proposal which is focused on children and young people who are educated (or named) for Silverwood School. It is proposed that children who currently attend Silverwood Chippenham or Trowbridge campuses will transition to Silverwood Rowde campus to complete their secondary education with their peers (aged 11-19 years old).</p>
Disability profile	<p>Are disabled people or those with certain disabilities disproportionately impacted by the changes (how and why):</p> <p>This proposal is focused on Children/young people with SEND and the plans are designed to improve school provision and wellbeing for children/young people in Silverwood special school. The new build at Silverwood Rowde has been designed in co-production with children with SEND and their families. The campus at Rowde offers world class facilities for children with SEND and offers full compliance with Department for Education building regulations (BB104) for special schools. A full curriculum is being developed to ensure learners with SEND enjoy the full range of specialist facilities within the newly expanded campus (including specialist teaching and therapy rooms; plus hydrotherapy pool; and fully accessible communal and outdoor facilities). In addition, a life skills curriculum which ensures access and visibility to local communities.</p> <p>Key concerns raised in the consultation were that:</p>



	<ul style="list-style-type: none"> <li>• Some children will have a longer journey – the proposed solution delivers specialist primary education operating across three sites. Transport routes will be carefully planned to manage transport for learners who transition to Rowde to complete their secondary education. Post 16 learners will continue to be offered Silverwood College in Chippenham, together with Silverwood Rowde.</li> <li>• There was limited choice – by retaining all three sites and investing in all three campuses, there will be both the benefit of strong leadership, shared vision and differentiation as needed for each pupil, with economies of scale and opportunities for expanded specialist facilities at the Rowde site.</li> </ul>
Race profile:	<p>Are any ethnic groups disproportionately impacted by the changes (how and why):</p> <p>Ethnic groups are not disproportionately impacted</p>
Religion or belief profile:	<p>Are any faith groups disproportionately impacted by the changes (how and why):</p> <p>Faith groups are not disproportionately impacted</p>
Gender profile:	<p>Are male/female residents disproportionately impacted by the changes (how and why):</p> <p>There are no specific impacts related to gender</p>
Maternity or pregnancy:	<p>Are pregnant women or breastfeeding mothers disproportionately impacted by the changes (how and why):</p> <p>There are no specific impacts related to maternity or pregnancy</p>
Transgender profile:	<p>Are transgender residents disproportionately impacted by the changes (how and why):</p> <p>Transgender students are not disproportionately impacted. There will be more gender-neutral toilet and changing facilities in new and refurbished facilities.</p>
Sexual Orientation profile:	<p>Are heterosexual/ gay/ lesbian/ bisexual residents disproportionately impacted by the changes (how and why):</p> <p>Heterosexual/ gay/ lesbian/ bisexual residents are not disproportionately impacted</p>

Marriage or Civil Partnership:	<p>Are people who are married or who have entered into a civil partnership disproportionately impacted by the changes (how and why):</p> <p>People who are married or who have entered into a civil partnership are not disproportionately impacted</p>
Socioeconomics/ at risk groups profile:	<p>Are any groups disproportionately impacted by the changes (how and why):</p> <p>There is consideration that those on minimal wages and lower income may be affected where the travel time is more costly for parents. It is also acknowledged that families with children with SEND may need one of both of the parent/carers to not engage in full-time work in order to support and care for their child. Thus, any changes should take into account the additional financial strain and impact on the wellbeing of the families.</p>
Multiple characteristics:	<p>Are there any groups which may be impacted in a cumulative way due to multiple protected characteristics?</p> <p>Of the Silverwood school-aged population, there is a higher population of males with SEND.</p>

## • Making Informed Decisions – Stakeholder Consultation/Engagement

Views From Stakeholder Consultation/ Engagement:

### The Consultation Methodology

On 30 January 2023 Wiltshire Council, in partnership with Silverwood School, began formal consultation on proposals. This included:

- Pre consultation discussions/engagement, week commencing 23 January 2023
- Meetings run by Silverwood School for:
  - Parent/carers with children/young people who attend Silverwood School or may attend in future
  - Silverwood Student Council
- 2 additional meetings, primarily aimed at families with children with PMLD, one at Silverwood Chippenham; one at Silverwood Trowbridge
- Online survey accompanied by the timeline for the proposal
- An email address where all longer comments and concerns could be sent
- Multiple reminders to parents/carers of the consultation and survey from Silverwood School

The 2023 consultation online documentation and consultation options were publicised in the local press and Wiltshire Council Local Offer. Wiltshire Parent Carer Council (WPCC) shared information about the consultation and survey on its website and newsletters. Consultation information was also cascaded through District Specialist Centres, in order to attract feedback from prospective families of Silverwood School.

The consultation attracted 141 survey responses, as well as live feedback from face-to-face sessions and 4 email submissions. We would like to extend our thanks for all those that engaged in the consultation for their considered and thoughtful feedback. Responses were received from a range of stakeholders, including parent/carers (55% or 77 respondents); staff (38% or 53 respondents); and other (8%, 11 respondents). 77 Silverwood parent/carers responded.

	<b>Responses (no.)</b>	<b>%</b>
Parent carer	77	55
Staff	53	38
Other	11	8
Total	141	100

## Views of Service Users and Other Stakeholders - Summary

### Analysis of survey responses

The 141 survey responses are summarised as follows:

Question	Yes	No	Not Sure
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Do you agree with the proposal to retain the Silverwood Chippenham and Trowbridge campuses?	96%	2%	2%
Do you agree with the proposal for Wiltshire Council to invest to upgrade the Silverwood Chippenham and Trowbridge campuses?	95%	2%	3%
Do you agree with the proposal to change Silverwood School's registered place number from 410 to 460 from September 2023?	65%	9%	26%
Do you agree with the proposal for a change in age range at Silverwood Chippenham and Trowbridge campuses to primary, age 4-11 (Reception – Year 6) from September 2023?	51%	30%	18%

There was unequivocal support for proposals to retain Chippenham and Trowbridge campuses, with 96% of respondents in favour of the proposal. The demand for special school places, taken together with the support for the proposal, means the proposal to retain Chippenham and Trowbridge is recommended to Cabinet.

There were high levels of support to invest in Chippenham and Trowbridge campuses (95%), as it was recognised that an investment in the infrastructure and facilities will directly benefit pupils and offer a more equitable environment across the Silverwood School estate. Silverwood Student Council have expressed clear wishes to improve the art, soft play and calm rooms, quiet rooms, grass and nature areas if Cabinet approve the investment.

There was 65% support for an increase in overall registered place numbers. There was widespread recognition of the need to grow special school places to meet rising demand. Whilst only 9% of respondents opposed the growth in numbers, a quarter were unsure. It is hoped that the understanding that budgets and teaching staff increase with the number of places, will reassure those concerned about the capacity to meet the proposed expansion of Silverwood School.

There was 51% support for a change the age range to primary phase at Chippenham and Trowbridge. 30% did not support this and 18% of all respondents were unsure/had no opinion. A higher number of parent/carers (45%, or 35 parents) did not support proposals to amend the age range. Parental concerns were raised over several themes:

- Concern over transition arrangements and anxiety over disruption caused by the re-location of pupils between Silverwood campuses;
- Perceived limitation of choice of secondary age provision;
- Concerns over extended travel times and suitability of transportation plans;

- Specific concerns for students with PMLD needs (including whether they will be able to access all the specialist facilities offered at Rowde campus; concern they will be educated and supported by new, unfamiliar staff; and access to health care and support, especially in emergency situations);
- Concerns that access to children and young people will not access their local communities for life skills – and they will not be visible to local communities if educated at Rowde campus; and
- Various impacts to individual children.

### **Analysis of the Representation Meetings, Letters and Emails**

The Consultation email account received 4 emails of representation from families and their representatives – who all opposed the proposed change to the age range at Chippenham and Trowbridge due to transition, transportation and choice concerns. There were no letters of representation received at the consultation postal address.

The consultation survey responses, together with the email response letters, have been shared in full with Silverwood Senior Leadership Team – who have endeavoured to respond to each category of concern.

#### **The key findings are:**

- There is support for retaining Chippenham and Trowbridge campuses
- There is support for investing in Chippenham and Trowbridge campuses
- The majority of respondents support the proposal to change Silverwood School's registered place number from 410 to 460 from September 2023
- A very narrow majority support the proposal for a change in age range at Silverwood Chippenham and Trowbridge campuses to primary, age 4-11 (Reception – Year 6)

#### **Assessment of proposals:**

The table below works through these issues identifying a score for the current position or the proposals prior to mitigation, amelioration or modification followed by a score based on accepting, modifying, or rejecting the proposals. These scores relate to the four Areas identified as outcomes for the original project proposal (initiated 2017).

- Sufficiency - the creation of additional places
- Quality –the proposals lead to increased quality (partnerships, physical space, engagement, education)

- Outcomes for pupils – the proposals lead to better outcomes for pupils (health, wellbeing, educational/vocational goals, preparation for adulthood and independent living)
- Financial efficacy – the proposals enable needs to be met within the available funds.

The table below identifies:

- the key issues (listed above),
- comments on the proposal and the mitigation
- Identifies how this should impact on accepting, modifying or reject the proposal.

Proposal	Comment/mitigation	Sufficiency	Quality	Pupil outcomes	Financial efficacy	Accept/Modify/Reject
Retain Silverwood Chippenham and Trowbridge campuses	There are high levels of support to retain these two campuses from parents and Student Council	Y	Y	Y	Y	It is recommended that the Council accept the proposal
Invest in Silverwood Chippenham and Trowbridge campuses	There are high levels of support to invest in these two campuses, from parents and Silverwood Student Council.	Y	Y	Y	Y	It is recommended that the Council accept the proposal and delivers the refurbishment within the allocated £3.6m funding agreement.
Increase in the number of registered students at Silverwood School	There is broad support for increasing the number of registered students at Silverwood School. Student Council feel that more children should be offered the same opportunity of a Silverwood special school education. Silverwood SLT have provided assurance that budgets, teaching and support staff will increase proportionately to the increase in registered number of students, so existing students will not be adversely affected the growth in the school.	Y	Y	Y	Y	It is recommended that the Council accept the proposal

<p>A change in age range at Silverwood Chippenham and Trowbridge campuses to primary, age 4-11 (Reception – Year 6)</p>	<p>There is a small majority in support of the proposal – with parental concerns expressed over transition arrangements, transport plans, community visibility and engagement and perceived negative impact on individual children.</p> <p>Silverwood SLT believe they can address these concerns, through sensitive transition plans, together with pragmatic transport plans.</p> <p>Although there is a perception (from a minority of parents) that these proposals reduce choice, the expansion of Silverwood registered pupil numbers, taken together with the growth in quality school places, increases choice for children and young people with SEND.</p>	<p>Y      Y      Y      Y</p>	<p>It is recommended that the Council accept the proposal.</p>
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### • Overall Impact

The impact assessment suggests that actions to be taken by Silverwood School in response to parental concerns, can reduce, but not eliminate the perceived detrimental impact on their children . However, the updated proposals for Silverwood School - whilst not universally supported – secure the future for Silverwood Chippenham and Trowbridge campuses and increase choice and outcomes for learners with SEND.

The assessment of issues and of protected characteristics suggests that overall the proposals can have a significant positive impact for children and young people with SEND in an expanded Silverwood school in terms of:

- Wellbeing
- Progress
- Attainment
- Health
- Community opportunities,

- Inclusion and integration

Silverwood Student Council feel that these proposals extend the education they currently enjoy to 'new friends'. Worries they had at the start of the Silverwood project (2017-2019) have disappeared. For some parents, they will need to see how the transition and transport plans support their children ahead of any transitions between Silverwood school campuses. We hope this will be mitigated by:

- Further opportunities for engagement in the development of the expanded school and centre of excellence
- Good transition plans and investment in support for children, staff, and families
- Increased support and networking with families via the schools, WPCC and SEND team.
- Well-arranged transport and transport plans
- Good planning, co-production, and communication throughout the next phase of the project.

- **EQIA Outcome**

**No change – continue to implementation**

The policy is robust and evidence shows no potential for discrimination and all opportunities to advance equality have been taken.

**Adjust the policy and continue with implementation**

Adjust to remove identified adverse effects and missed opportunities to promote equalities and achievement of outcomes

**Stop and remove**

Remove or change the policy if the EQIA identifies actual or potential unlawful discrimination.



• **Mitigating Action Plan**

<b>Action</b>	<b>Anticipated Outcome</b>	<b>Lead</b>	<b>Deadline</b>	<b>Actual Outcome</b>	<b>Comments</b>
On-going communication and engagement with key stakeholders	Building of trust, shared appreciation of Silverwood operating model	Melissa Hardwell, Head of Special Schools Transformation and Silverwood SLT	Ongoing. Resuming from May 2023 following Cabinet decision		
Refurbishment project plan	Delivery of refurbished Chippenham and Trowbridge campuses; reduction in overcrowding; minimised disruption through build works	Melissa Hardwell, with support from Estates project lead	Easter 2025		
Carefully considered, sensitive transition plans	Students (and their parents) are fully prepared and confident ahead of a transition between Silverwood campuses	Silverwood School SLT	September 2025		
Development of 'fully considered', efficient transport plans to/ from school.	Students' journeys to and from school are efficient and within Wiltshire Council school transport parameters	Head of Passenger Transport, Wiltshire Council	September 2025		

• Next Steps	
Are there plans to provide feedback to the groups or people that have been consulted in preparing for this assessment?	There is a full communication plan and information will be fed back to all groups consulted following the cabinet report of the 2 <sup>nd</sup> May 2023
How is it proposed that the Mitigating Actions Plan will be monitored?	The Director of Childrens' Services will hold oversight and will be reporting to corporate Directors, cabinet members and engaging with members of the scrutiny group.
Has the assessment been included with Cabinet papers?	The assessment will be available to CLT and Cabinet members in support of the cabinet report of 2 <sup>nd</sup> May 2023.
Has a review date been identified to revisit this assessment to consider if there has been a significant change in circumstances?	A review date will be decided by the Director of Children's Services.

Officers Involved in Completing Screening	
Officer completing Equality Impact Assessment	Melissa Hardwell
Date submitted	13/04/2023
Head of Service or Operational Director sign off	I agree with the content and outcome of this Equality Impact Assessment
Date approved by Head of Service or Operational Director	<i>Helean Hughes</i>

**Wiltshire Council**

**Cabinet**

**2 May 2023**

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**Subject: Wiltshire Design Guide – Draft for Public Consultation**

**Cabinet Member: Cllr Nick Botterill Cabinet Member for Finance, Development Control and Strategic Planning**

**Key Decision: Key**

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## **Executive Summary**

Wiltshire Council has produced a draft Wiltshire Design Guide which, once adopted, will be used to ensure that developments in Wiltshire are consistently of a high-quality design.

The Design Guide is structured around the ‘10 characteristics of good design’ as described in the National Design Guide, focusing on local priorities and qualities for Wiltshire.

The Design Guide is intended to be adopted as a Supplementary Planning Document (SPD). As such it will become a material consideration in the determination of planning applications.

The draft design guide has been through extensive internal consultation across all relevant service areas.

Environmental Select Committee on 14<sup>th</sup> March welcomed the draft document. A few minor suggestions were made which have now been incorporated.

Subject to Cabinet approval of the draft (**Appendix 1**) the next stage is to seek the views of external stakeholders and the community through statutory public consultation in early Summer. Consideration of comments and any amendments necessary will be made during July and August in anticipation of the final version being considered by Cabinet and adopted by Council in October 2023.

## **Proposal**

That Cabinet:

Approve the Wiltshire Design Guide for public consultation and delegate to the Corporate Director Place in consultation with the Cabinet Member for Finance, Development Management and Strategic Planning, to finalise subsequent matters as required and take all necessary steps.

**Reason for Proposal**

The Wiltshire Design Guide is intended to be adopted as a Supplementary Planning Document following public consultation to support the delivery of consistently high-quality design standards in new developments.

**Terence Herbert**  
**Chief Executive**

**Subject:** **Wiltshire Design Guide – Draft for Public Consultation**

**Cabinet Member:** **Cllr Nick Botterill Cabinet Member for Finance, Development Control and Strategic Planning**

**Key Decision:** **Key**

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### **Purpose of Report**

1. To seek Cabinet approval on the draft Wiltshire Design Guide (WDG) in order for it to be progressed to statutory public consultation with the intention that, subject to any further amendments and approval by Council, it will be adopted as a Supplementary Planning Document (SPD).

### **Relevance to the Council's Business Plan**

2. The WDG will ensure that planning decisions regarding new development align with the Council's stated mission, in particular, to have a resilient society, a thriving economy and a sustainable environment.
3. The draft WDG identifies poor design features which singularly or collectively can lead to poor health and wellbeing outcomes and identifies positive design approaches, principles and features which promote health and wellbeing. It recognises the value a high quality built and natural environment has to health and wellbeing, a fact which has been increasingly brought into the forefront at a national and local level.
4. The Council has acknowledged a climate emergency and has committed to becoming carbon neutral as an organisation by 2030. The Council's Business Plan sets out that through its leadership, it must now seek to make the whole of Wiltshire carbon neutral too. Having an adopted WDG will support the delivery of this objective.
5. The Council's Business Plan makes clear the importance of building the right homes in the right places; Wiltshire Council aims to improve housing supply to ensure people can live and work locally, play an active part in their community, have easy access to high quality and affordable housing, close to family, that is right for them and in a beautiful place. Having an adopted WDG will help ensure the delivery of these principles.

### **Background**

6. In the Housing White Paper in 2017<sup>1</sup> the Government concluded that "*Good design is fundamental to creating healthy and attractive places...*" Subsequently, in 2019 the Government produced The National Design Guide<sup>2</sup> (NDG). It "*sets out a blueprint for*

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<sup>1</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/590464/Fixing\\_our\\_broken\\_housing\\_market\\_-\\_print\\_ready\\_version.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/590464/Fixing_our_broken_housing_market_-_print_ready_version.pdf)

<sup>2</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/962113/National\\_design\\_guide.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/962113/National_design_guide.pdf)

*how local authorities can achieve quality and great design, and recommends what developers need to deliver to help win the support of communities – ensuring new homes are built faster and better.”*

7. However, it states: *“Specific, detailed and measurable criteria for good design are most appropriately set out at the local level. They may take the form of local design policies, design guides or design codes, prepared either by local authorities, or applicants to accompany planning applications.”*
8. Under current National Planning Policy Frameworks (NPPF 2021) legislation, in the absence of locally produced design guides or design codes, the NPPF and The National Design Guide are to be used to guide planning decisions. The draft updated NPPF (2023) is unchanged on this point.
9. The NPPF (paragraph 128) recommends that any such local design guide should *“provide a local framework for creating beautiful and distinctive places with a consistent and high-quality standard of design”* and that *“the level of detail and degree of prescription should be tailored to the circumstances and scale of change in each place and should allow a suitable degree of variety.”*
10. This means a Wiltshire Design Guide should provide new, locally authored design guidance that would apply across Wiltshire at a level of detail which does not exist in the National Design Guide.
11. The role of Neighbourhood Plans and Village Design Statements will remain important. These shall continue to incorporate design guidance which relates to specific neighbourhoods or sites, which cannot be covered in the county-wide WDG.

### **Main Considerations**

12. The process of creating the draft WDG has been based around the following objectives:
  - i. To comply with a national government directive to produce up-to-date local design guidance which addresses local priorities and preferences.
  - ii. To ensure that the WDG advances the delivery of the Council’s Business Plan objectives and the Core Strategy in particular Core Policy 57.
  - iii. To ensure the WDG is not singularly focused on the appearance of new buildings and addresses all 10 characteristics of good design as described in the National Design Guide. In doing so it will provide the framework for any additional local design guidance that may be produced as part of Neighbourhood Planning or through Village Design Statements.
  - iv. To create a more detailed level of good practice guidance than currently exists at a national level. This will ensure all Wiltshire is covered by comprehensive, local design guidance which will have material weight when considering planning applications.
  - v. To ensure the text and presentation of the WDG is clear, engaging and of practical use to a wide audience, ranging from members of the public to developers and designers.

- vi. To create a document that developers can use to make more informed, early decisions when planning projects before they engage with the planning authority through a formal planning application process.
- vii. To formally adopt the guidance as an SPD, to ensure it has proper weight in planning and that this weight is publicly recognised.

13. The draft WDG has been through extensive internal consultation across all relevant service areas.

14. The draft WDG has been progressed and is now at a stage where the views of external stakeholders and the community are sought through formal statutory public consultation. All comments received through this process will be taken into consideration and revisions made accordingly prior to the document being brought back to Cabinet in October with the intention that it recommends adoption as a supplementary Planning Document to Council.

### **Overview and Scrutiny Engagement**

15. Environmental Select Committee (ESC) considered the draft Design Guide at a meeting on 14 March 2023. The Committee welcomed the Draft Design Guide and suggested some minor amendments of wording which have now been incorporated. A record of the changes can be found in **Appendix 2**.

### **Safeguarding Implications**

16. The proposal is to create a design guidance document which supplements Core Policy 57 and as such there are no safeguarding implications.

### **Public Health Implications**

17. This Guide is focused on the design of new places. It identifies poor design features which singularly or collectively can lead to poor health and wellbeing outcomes and identifies design approaches, principles and features which promote health and wellbeing.

18. The value a high quality built and natural environment has to our health and wellbeing and the significance of achieving this in development has been increasingly brought into the forefront at a national and local level. Comments received during the internal consultation have been incorporated.

### **Procurement Implications**

19. There are no procurement implications associated with the proposals set out in this report.

### **Equalities Impact of the Proposal**

20. To understand any potential equalities impact of adopting the new guidance as anticipated, the statutory public consultation will first be undertaken, so that evidence can be collected and data analysed. An equalities impact assessment of the proposal will follow.

## **Environmental and Climate Change Considerations**

21. The proposal has no direct no implications for energy consumption, carbon emissions or associated environmental risk management. However, a golden thread running through the WDG encourages design that positively addresses climate change objectives, adaptation, and resilience.
22. The Guide includes design expectations which seek to reduce energy consumption and carbon emissions and through good design protect and enhance the natural environment, supports active travel and promote climate change mitigations measures through nature-based solutions.

## **Workforce Implications**

23. The creation of a design guidance document supplements Core Policy 57 and will sit alongside other existing national and local design policy and guidance. Officers already utilise these documents where appropriate when executing their remit. As such there are no additional workforce implications.

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

24. If a decision is made not to progress to statutory public consultation, the objectives listed about under 'Main Considerations' will remain unachieved. A key risk is that gaining the critical and essential insight and input from the general public including wider stakeholders such as the development industry or other special interest groups will be delayed.
25. Any additional interim work done revising or otherwise amending the draft WDG instead of progressing to statutory public consultation may prove to be redundant should statutory public consultation transpire to reveal some unanticipated public or industry sentiment which requires a wholesale review of the scope of the draft WDG or the vision it represents for the Council.
26. It is a requirement for any draft supplementary planning document to consider community and stakeholder views through public consultation.

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

27. Statutory public consultation will accord with the usual processes for adoption of SPDs and as such no particular risks are anticipated to need management.

## **Financial Implications**

28. The proposal is to create a guidance document which supplements Core Policy 57 and as such there are no direct financial implication.

## **Legal Implications**

29. The process of preparing and adopting a SPD is prescribed within Regulations 11 to 14 of The Town and Country Planning (Local Planning) (England) Regulations 2012.



30. Supplementary Planning Documents (SPDs) build upon and provide more detailed advice or guidance on policies in an adopted Local Plan. In this regard, the WDG has been prepared to supplement the design policies within the adopted Wiltshire Core Strategy and once adopted, any replacement design policies set out in the currently emerging Local Plan Review.
31. As set out in this Report, once adopted the WDG will be a material consideration in decision making and hence have weight in the decision-making process.
32. The Council's Legal Services have been consulted on the proposal set out in this Report. They have confirmed that they have no comments.

### **Options Considered**

33. Options considered were:

- i. To create a short (10-20 page) document which could succinctly compliment the National Design Guide. However, such a short document would not read as a coherent document as it could only include some of the National Design Guide's 10 characteristics of good design. Instead, this draft WDG is comprehensive and more coherent, with references to (rather than repetition of) the National Design Guide.
- ii. Produce a WDG but not seek to adopt it as an SPD. This was rejected as it is important that its content is given proper weight in decision making in all matters relating to planning.

### **Conclusions**

34. The draft Wiltshire Design Guide responds positively to the list of objectives set at its inception and has undergone a comprehensive internal consultation process. The next logical step is to undertake a 4-week statutory public consultation when the views of the wider community and stakeholders can be gathered. Indeed, this constitutes the necessary evidence to enable completion of the project.

### **Parvis Khansari – Corporate Director, Place**

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Report Author: Lynn Trigwell, Head of Natural and Historic Environment,  
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22 March 2023

### **Appendices**

Appendix 1: Draft Wiltshire Design Guide

Appendix 2: Record of consultation with Environmental Select Committee

### **Background Papers**

There are no background papers associated with this report.

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Draft

# Wiltshire Design Guide

2023

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Shaping the future:  
My Place, Your Place, Our Place

Wiltshire Council

# Contents

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This document has been prepared and checked in accordance with ISO 9001:2015

# Foreword

Wiltshire is a beautiful county covering 1,257 square miles which is home to a population of half a million and growing. The Council has a responsibility to manage and shape this growth and to ensure that existing and new communities are beautiful and well-functioning places.

Page 141 Within the built environment, we must strive to balance the needs of people with those of nature and to do so in an economically sustainable way. This guide aims to do just that and it will also provide a standard to hold ourselves accountable to.

National planning policy now requires local authorities to create their own local design guidance and we see value in producing a county-wide design guide without delay. We already face significant local, national and global challenges. The shortage of housing across the country means that there is continuing demand for new development in Wiltshire. However we must also take account of the

impact of climate change and the recent global pandemic in which the essential relationship between people's homes and their health was again revealed.

These challenges are also opportunities to do things better. Our aim is help neighbourhoods, landowners and developers provide beautiful and sustainable new communities which are popular with residents and support well-being and good public health outcomes. Therefore, three golden threads underpin this guide: Health and Wellbeing, Sustainability and Climate resilience and getting the right homes in the right places.

The guidance itself is based on best practice in urban design, but also accounts for the professional insights and lived experiences of a range of specialist officers working within the Council; because there are few service areas that are not affected by the design decisions relating to the built environment.

The Council recognises that individual communities may have additional, specific insights and design aspirations which cannot all be captured within this guide. That is why a separate guide has been produced to support local communities integrate high quality design through the Neighbourhood Planning process.

Our built environment says a lot about us, not just our heritage and past, but about our aspirations, priorities and vision for the future.

We hope that this guide is well-received by local residents, businesses and community groups alike. This period of public consultation is the opportunity to provide feedback on it.



Cllr. Nick Botterill

Cabinet Member for Finance, Development Management and Strategic Planning

# 1.0

## The Vision

Wiltshire has a distinct environment and heritage

Appreciating context and focussing on what is important for shaping the future should give a clear direction to designs coming forward in Wiltshire, allowing them to make a positive contribution to its character.

# 1.1 Purpose of this Document

This Wiltshire Design Guide is for any applicant or assessor of planning applications and design proposals within the Local Authority of Wiltshire.

It is a Supplementary Planning Document (SPD) and expands upon the current Core Policy 57 (CP57) "Ensuring high quality design and place shaping" in the [Wiltshire Core Strategy](#).

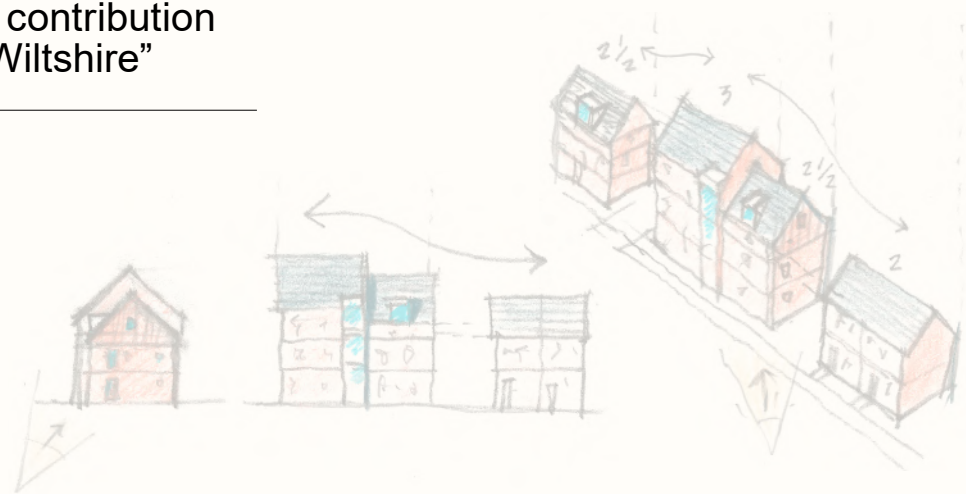
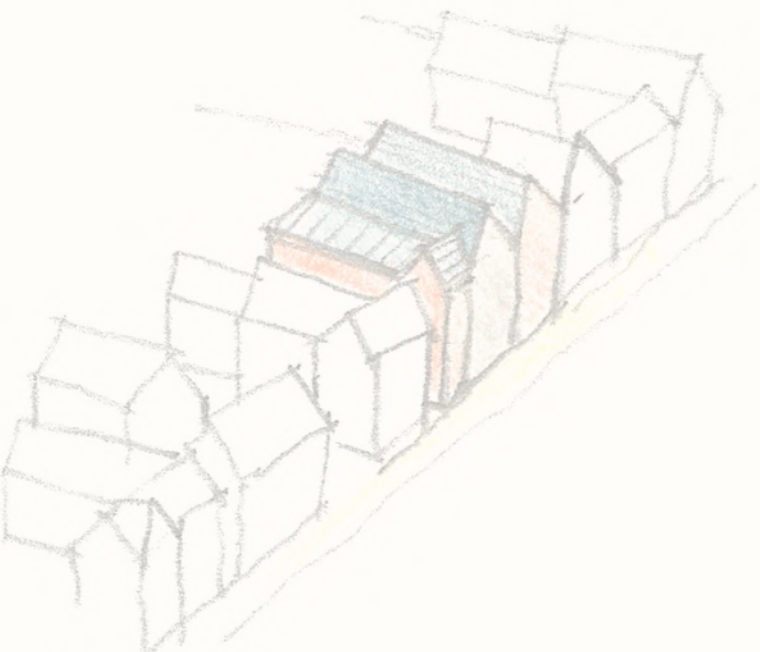
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CP57 states: "A high standard of design is required in all new developments, including extensions, alterations, and changes of use of existing buildings. Development is expected to create a strong sense of place through drawing on the local context and being complementary to the locality. Applications for new development must be accompanied by appropriate information to demonstrate how the proposal will make a positive contribution to the character of Wiltshire"

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The policy also sets out expectations which applicants must give regard to when complying with the above.

Therefore, as an SPD, the primary aim of this Wiltshire Design Guide is to elaborate on CP57 (or any subsequent design policies which are part of the forthcoming Local Plan Review) by including supplementary and locally relevant background and instruction. It has been locally consulted on and is a material consideration in the determination of planning applications.





This Guide's content has been structured around the '10 characteristics of design' as recognised in the National Design Guide. Thus, the Wiltshire Design Guide responds to local priorities and expectations whilst maintaining regard to each of the 10 characteristics, as required by the National Planning Policy Framework 2021 (paragraph 128 & 129) and corresponding Planning Practice Guidance on Design

(<https://www.gov.uk/guidance/design>)

It has been produced primarily to address major housing and mixed use developments, which generally include the creation of new street networks, green infrastructure and communities. However, just as CP57 applies to all new development so too does this Design Guide. In this respect, it is relevant to applications of all sizes, whether it is an early concept plan for a large urban extension or the final detailed design of a single building.

As it is expected that masterplans will be produced for any major developments which may cover multiple land ownerships, these projects must demonstrate compliance with all sections of this Design Guide.



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Through this document, in each section 'Expectations' are stated. This term covers the expectations Wiltshire Council has in terms of processes, requirements and outputs through the design, planning, development and delivery stages of a project.

In all cases, where any proposal seeks to deviate from the guidance, appropriate information must be provided to explain why and this will generally be reviewed by the local planning authority (LPA) on a case-by-case basis.



## 1.2 Introduction to Wiltshire

Wiltshire, covering an area of approximately 1,257 square miles, has a population of circa 500,000, the vast majority of whom live in small towns and rural villages meaning the county has a very distinctive rural character. Salisbury, Wiltshire's only city is the largest settlement in the county and has a population of just 45,000, giving it the feel of a large, prosperous market town.

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Whilst the county contains several of the UK's most iconic and identifiable landscapes, buildings and ancient monuments, vast tracts of the county are relatively little known beyond the communities that live and work locally. So, whilst to many the open chalk downlands, riverside meadows of Salisbury and manicured parklands of Longleat and Stourhead are

characteristically 'Wiltshire', few beyond the county are aware of the great diversity of other landscapes that it possesses.

The enormous variety in the landscapes and the built environment of Wiltshire is a result of the complex interplay of a wide range of physical and cultural influences operating over the long term. This diversity adds significantly to the county's charm, contributing both to the distinct identities of local communities and is a basis for a flourishing tourist and rural economy.



Wiltshire's geological foundations and the effects of geomorphological processes are the principal factors in determining the landform, character and diversity of the region. In addition to shaping the physical and hydrological structure of the county, this geodiversity has also had a significant effect in influencing the economy of Wiltshire, its industrial and cultural heritage and the way that the land has been used and settled over countless generations.

To the trained eye, the effects of these geological foundations can be seen in the very shape of the land, in the habitats and land uses it supports and in the fabric of buildings and other features. For example, in the far northwest of the county, the distinctive Cotswolds dip slope is criss-crossed with drystone walls and is peppered with distinctive honey coloured cottages and churches constructed from the local Jurassic limestone. To the east, the limestone gives way to a broad band of Oxford Clay and Kellaways Beds which form wide vales of the Bristol Avon and the Thames. The Vale of Wardour also contains two other later Jurassic rocks – the Portland and Purbeck limestones, which have been quarried for



The county of Wiltshire

centuries, including in the 13th century to build Salisbury Cathedral. Further south lie areas characterised by chalk geologies which formed in the late Cretaceous period. The Middle and Upper chalk comprise pure white chalks which have resisted weathering, giving rise to the distinctive elevated plateaus of expansive downs, including the Marlborough Downs, Salisbury Plain and Porton Down.

The high, open and smoothly rolling downlands are dissected by a network of dry valleys and long sinuous scarp slopes interlocking with gently rounded domed summits. Nature rich chalk streams drain the uplands and have been the focus of settlement and communications routes through the uplands. The thin covering of well-drained soils overlying the chalk bedrock supports a characteristic vegetation of herbs and grasses.



Town Hall, Royal Wootton Bassett

They are ideal for cereal growing, giving rise to productive arable farmland.

Another feature of these chalk uplands are blocks of hard siliceous sandstone, known as sarsens. These have long been used for building stone and are best known for being used in the construction of ancient megalithic monuments including Stonehenge and Avebury.

Overlaying this geological foundation, there is evidence of millennia of human interventions and interactions shaping the character of Wiltshire's landscape. The generally open character of the landscape probably has its origins in the prehistoric

clearance of land for farming and the ongoing management of the land.

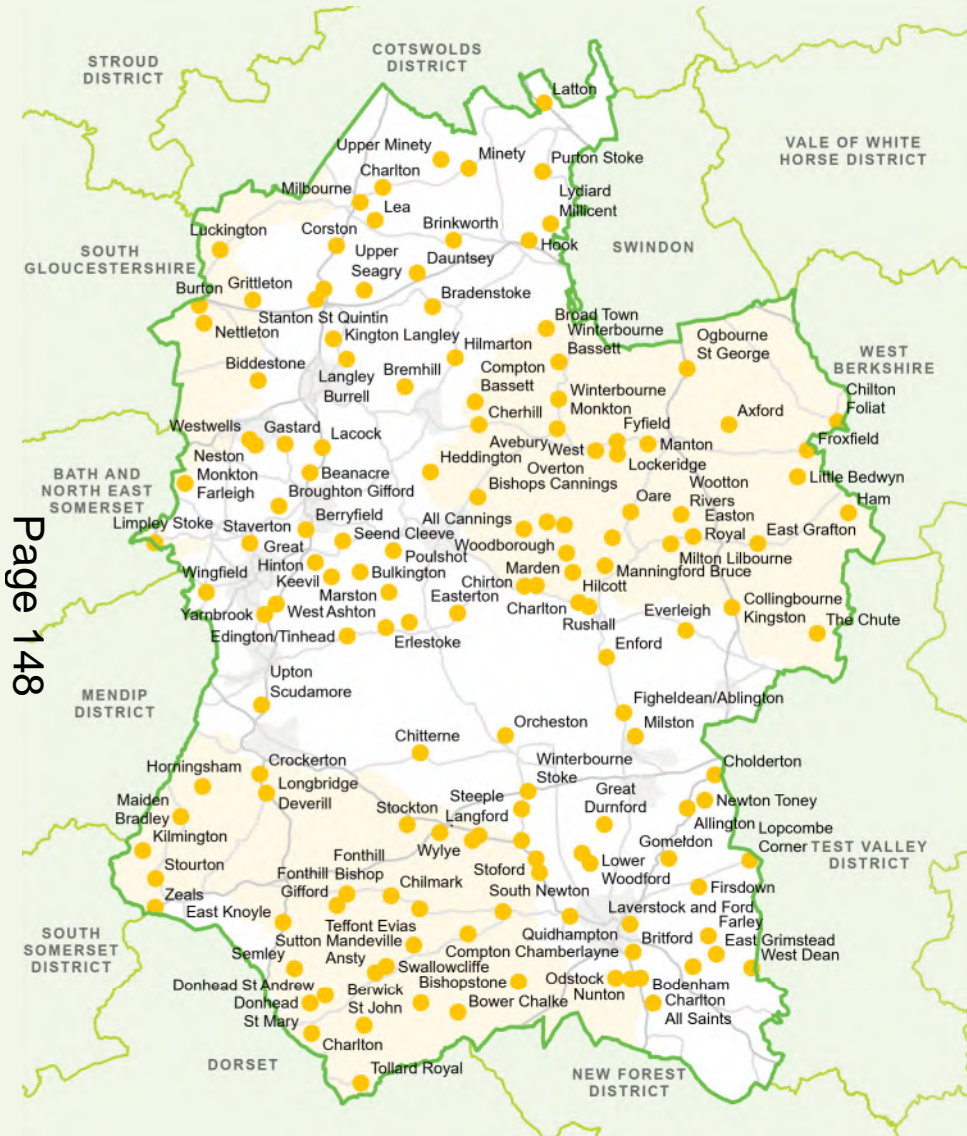
Thousands of years of changes in social organisation and land ownership are visible in the landscapes of Wiltshire; in the patterns created for example by hedges, walls and tracks linking settlements. Monuments too played their part in anchoring communities into their landscape, the most famous of which survive from the Neolithic and Bronze Age periods and include the ritual landscapes of Stonehenge and Avebury, both part of the designated World Heritage Site.



Landscape garden, Stourhead.  
Credit [visitwiltshire.com](http://visitwiltshire.com)

The broad characteristics of the Wiltshire landscape were all probably in place by the medieval period, as were the principal settlements and communication routes across the uplands and along the river valleys. Over time the landscape has evolved to reflect societal, environmental and economic drivers. Some of the most significant changes have occurred in the past two centuries. During the 19th century towns expanded rapidly to accommodate the influx of workers leaving the land for jobs in the newly formed industries. The twentieth century saw the mechanisation of farming and a large scale shift towards arable production, resulting in the ploughing up of pasture, felling of woodland and removal of hedgerows to create larger fields able to accommodate machines such as combine harvesters.

Another feature of the modern age has been the creation of grand houses, set in landscaped grounds and the establishment and expansion of military training ranges and other installations. The Salisbury Plain Army Training Estate occupies vast tracts of open chalk downland and contrasts to the intensive settlement of the camps.



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Until relatively recently, when canals, railways and metalled roads allowed the movement of bulky loads, all buildings excepting the grandest cathedrals and churches would have been constructed from locally won materials. The dramatic variations in the geology of Wiltshire has therefore created a distinctive local vernacular, reflected in the materials used in buildings, as well as their form and the methods used for construction. Most of the older buildings to the south and east are of a combination of materials such as flint, chalk, brick and stone. To the northwest the underlying limestone is used for buildings and for stone walls while in the clay vales to the north and centre of the county, brick is the prevalent building material. On chalk geologies, clunch is found in cottages and perimeter walls. Often clunch was used in combination with other materials such as knapped flint, brick or stone, sometimes creating distinctive checkerboard patterns. Chalk was also ground up and used to form cob, which was typically used to construct broad walls with rounded outlines. The porosity of the chalk material meant that thatched or tiled roofs were necessary to cap off the walls.



Cottage, Great Durnford



Castle Street, Aldbourne

Wiltshire's many small villages which strongly influence the rural character and identity of the county.

The significance and value attributed to the Wiltshire landscape is acknowledged in the extent of land that is nationally and locally designated to conserve and enhance its natural beauty and character. In the northwest of the county are the dip slope lowlands and enclosed limestone valleys of the Cotswolds Area of Outstanding Natural Beauty (AONB) and at the heart of Wiltshire is the western extent of the North Wessex Downs AONB. Between Warminster and Salisbury in the southwest of the county is Cranborne Chase AONB and further east Wiltshire captures the northern most limits of the New Forest National Park. In total, these designations account for approximately 45% of the entire land area of Wiltshire.

Wiltshire's landscapes, towns and villages continue to evolve.

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The need to accommodate a growing population, new industries and modern farming techniques as well as mitigate the impacts of climate change, are all playing a part. The built environment best reflects the scale and pace of change that we have seen in the first two decades of the 21st century. Over the last 20 years the majority of growth has been focused on greenfield sites on the fringes of the market towns. Elsewhere growth has been more restricted, with opportunities for new homes often restricted to either brownfield or smaller infill sites which can sometimes be detrimental to the viability of local facilities.

Whilst this has had a strong influence on preserving the rural character and identity of the county, there is a risk that in the future poorly planned or badly designed development will erode and dilute the diversity that makes Wiltshire so distinctive.



Wiltshire's diverse and distinctive topography

As the demand for new jobs, housing and infrastructure continues, local planning authorities, developers and communities need the tools to ensure change is positive and respects the diverse character of our landscapes and townscape.

This Design Guide seeks to do just that.

## 1.3 Three Golden Threads

There are three ‘golden threads’ which underpin this design guidance and support the delivery of the Council’s strategic aims.

### Health, Wellbeing and Community

Health and wellbeing are inseparable threads running through the design matters considered in this Guide. This Guide identifies poor design features which singularly or collectively can lead to poor health and wellbeing outcomes and identifies design approaches, principles and features which promote health and wellbeing. The value a high quality built and natural environment has to our health and wellbeing and the significance of achieving this in development has been increasingly brought into the forefront at a national and local level. Public Health England in [‘Spatial Planning for Health’](#) provides an evidence-based resource for planning and designing healthier places.

Communities that are cohesive achieve more and are more resilient in the face of shocks and setbacks. A strong community also contributes enormously to a sense of personal wellbeing. It is also one of the known social determinants of health and we want to ensure our communities are able to grow sustainably with access to leisure, arts, heritage, culture and green spaces.

### Sustainability and Climate Resilience

Wiltshire Council recognises the importance of keeping its aims for net zero and its responsibility for the environment central to all it does. The council has acknowledged a climate emergency and is committed to becoming carbon neutral as an organisation by 2030. The Council’s Business Plan sets out that through its leadership, it must now seek to make the whole of Wiltshire carbon neutral too.

In its responsibility for the environment Wiltshire recognises this is key to both visitors and their contribution to the local economy and important to the wellbeing of residents of Wiltshire, with the natural environment playing an important role in tackling levels of anxiety, stress and depression.

Design can help to achieve Wiltshire Council’s ambitious aims. This will mean always planning and designing with a view to meeting the needs of the future as well as the present. From the outset the principles of ‘reduce, reuse and recycle’ must be applied to the design of houses and places. Design needs to ‘think big’ – being efficient with the development of all land; using innovative design solutions for the growing risks from flooding, overheating and pollution and designing-in ways to adapt to a changing climate.

## 1.4. Neighbourhood Planning

Consideration needs to be given to the wider impact to the setting and features of historic and natural significance as well to the finer detail of sensitive specification of building materials.

### The right homes in the right places

The Council's Business Plan makes clear the importance of building the right homes in the right places. Wiltshire Council wants to improve housing supply to ensure people can live and work locally, play an active part in their community, have easy access to high quality and affordable housing, close to family, that is right for them and in a beautiful place.

This aims to meet the basic physiological needs of the community, i.e. a place to live which is secure, good quality and in the right place. Additionally, the Council itself aims to build the highest quality affordable housing with the lowest viable carbon footprint.

Creating compact neighbourhoods, where front doors are close to each other and to the street and where local facilities and amenity spaces are within easy walking distance helps to create "propinquity"; in urban planning, the propinquity effect is the tendency for people to form friendships with those whom they encounter often. Propinquity is understood to be an important factor in the creation of healthy, sustainable communities.

Neighbourhood planning was introduced in the Localism Act 2011. It is an important and powerful tool that gives communities statutory powers to shape how their communities develop. It's written by the local community, the people who know and love the area, to ensure the community gets the right types of development, in the right place.

- Neighbourhood Plans can include an extra tier of design guidance. They can be used to convey guidance on matters not specifically addressed in the National Design Guide, or this Wiltshire Design Guide.
- See **Appendix A** for more guidance on how this Guide overlaps with Neighbourhood Planning.

# 2.0

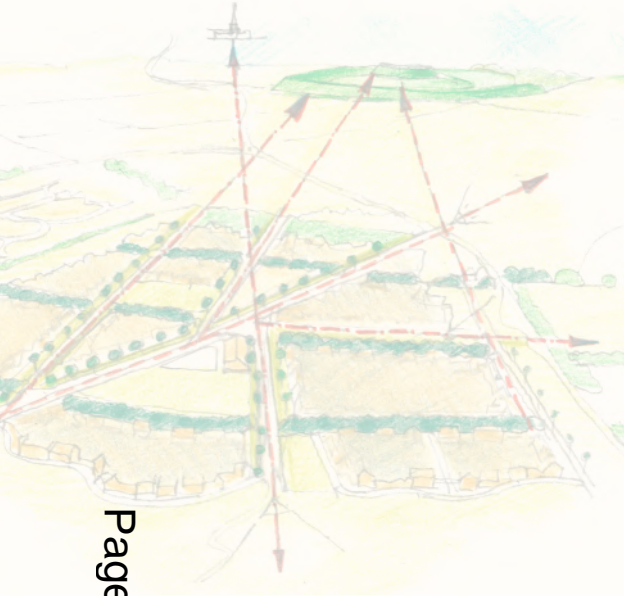
## Local information on context

It's critical to appreciate the context of a site.

This is in order to ensure new developments are well grounded in their locality and create a positive sense of place.



## 2.1 Context



Westbury White Horse and Bratton Camp (site of an Iron Age hillfort)

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There will be a physical context and a planning context for all applications.

Physical context is the location of the development and the attributes of its immediate, local and regional surroundings.

An understanding of the context, history and the cultural characteristics of a site, neighbourhood and region is necessary when making decisions on the siting and design and identity of new developments.

It ensures they are well grounded in their locality and more likely to be acceptable to existing communities. Creating a positive sense of place helps to foster a sense of belonging and contributes to well-being, inclusion and community cohesion. The section on Identity elaborates on physical context.

With regards to the planning context, development projects must also have regard to the Council's visions and

strategies, as well as the socioeconomic status of the area and actual housing need.

### **The National Design Guide**

References C1, C2 and I1 provide further information on what is expected at a national level.

Appendix E includes a list of key local documents and tools to help applicants and assessors understand context in Wiltshire.

## 2.2 Process: design information must be submitted for all major projects.

**2.2.1** Where required, a Design and Access Statement (DAS) must explain the design principles and concepts that have been applied to the development. It must also demonstrate how the proposed development's context has influenced the design. The DAS must explain the applicant's approach to access and how relevant Local Plan policies have been taken into account, any consultation undertaken in relation to access issues and how the outcome of this consultation has informed the proposed development. Applicants must also explain how any specific issues which might affect access to the proposed development have been addressed.

**2.2.2** The Council's validation checklists for planning applications sets out when a DAS is essential. However, a DAS can be useful in other applications too. Please see **Appendix B** for a summary of when one is required and/or recommended.

**2.2.3** A fundamental part of any statement about design should be its context appraisal. This section should demonstrate how the design principles and concepts and even detailing that have been applied to the development have been informed by the physical context of the place.

**2.2.4 The National Design Guide** references C1, C2 and I1 include conventional guidance on how to gain and demonstrate an understanding of the context of a place from an urban design perspective, e.g. heritage, landscape character, visual impact. This section of the DAS should include a strong graphic element, using photos, diagrams and baseline maps to convey information.

**2.2.5** The context analysis and conclusions will generally need to be conveyed through various plans and writing (e.g. a Movement Plan, a Green and Blue Infrastructure (GBI) Plan and other plans or diagrams illustrating the characteristics of the built environment, architectural character analysis) and an overarching Constraints and Opportunities Plan should be used to collate and present key information, i.e. topography, site boundaries, rights of ways, views in and out, ecology and landscaping, flood mapping, utilities, etc.

**2.2.6** Please refer to **Appendix C** for a comprehensive list of plans and documents expected to be submitted as part of planning applications for major development.

**2.2.7** Seeking pre-application advice is recommended for all applications other than householder applications. Pre-application advice can help applicants understand how planning policies and other requirements affect their proposals and, if draft proposals are submitted, enable an assessment of whether there seems a reasonable chance of getting permission. The level of preparation required depends on what is proposed, but for major applications a draft DAS is recommended. (Appendix D provides preliminary guidance for householder applications).

**2.2.8** Outline applications that seek only to determine limited detailed matters, e.g. Amount and Access, must still agree certain design expectations, as these will be key factors in the financial viability and deliverability of projects. These include:

- Developer contributions for facilities/ infrastructure deemed necessary to make the development acceptable, e.g. affordable housing, highways infrastructure, education, healthcare, sports and community facilities.
- Any abnormal infrastructure costs that would not routinely be expected on a typical development site, e.g. ground remediation, flood risk protection, utilities upgrades, offsite infrastructure works (e.g. a road widening scheme elsewhere in the local area), serviced land for self-build.
- Additional cost allowances required to meet enhanced design requirements such as the use of any unusual built forms or non-standard materials.



Community consultation, Corsham

# 3.0

## Identity

**Local character makes places distinctive and memorable.**

**Wiltshire has a rich and varied environment; understanding a place's landscape and community is an important and inspiring step in the design process. This should commence at an early stage and proposals should respond positively.**

## 3. Identity

The identity or character of a place comes from the way that buildings, streets and spaces, landscape and infrastructure combine and how people experience them. It is not just about the buildings or how a place looks, but how it engages with all the senses.

Local character makes places distinctive and memorable and helps people to find their way around. Well-designed places have a strong identity, which gives their users, occupiers and owners a sense of pride, helping to create and sustain healthy communities and neighbourhoods.

The identity of a place is not just about how it looks or its geographic location. It stems from the way that its buildings, streets and spaces, landscape and infrastructure combine to create a whole.

Each combination is unique and shapes how people experience and use the place; patterns of behaviour are generated, which in turn, shape the identity of the community. The built environment and the community become synonymous with one another.

Wiltshire, however, is a vast and diverse County and so it is not within the scope of this Guide to convey the identity or character of specific places where development is anticipated; this section simply draws attention to the 'headlines' about how physical identity varies across the County.

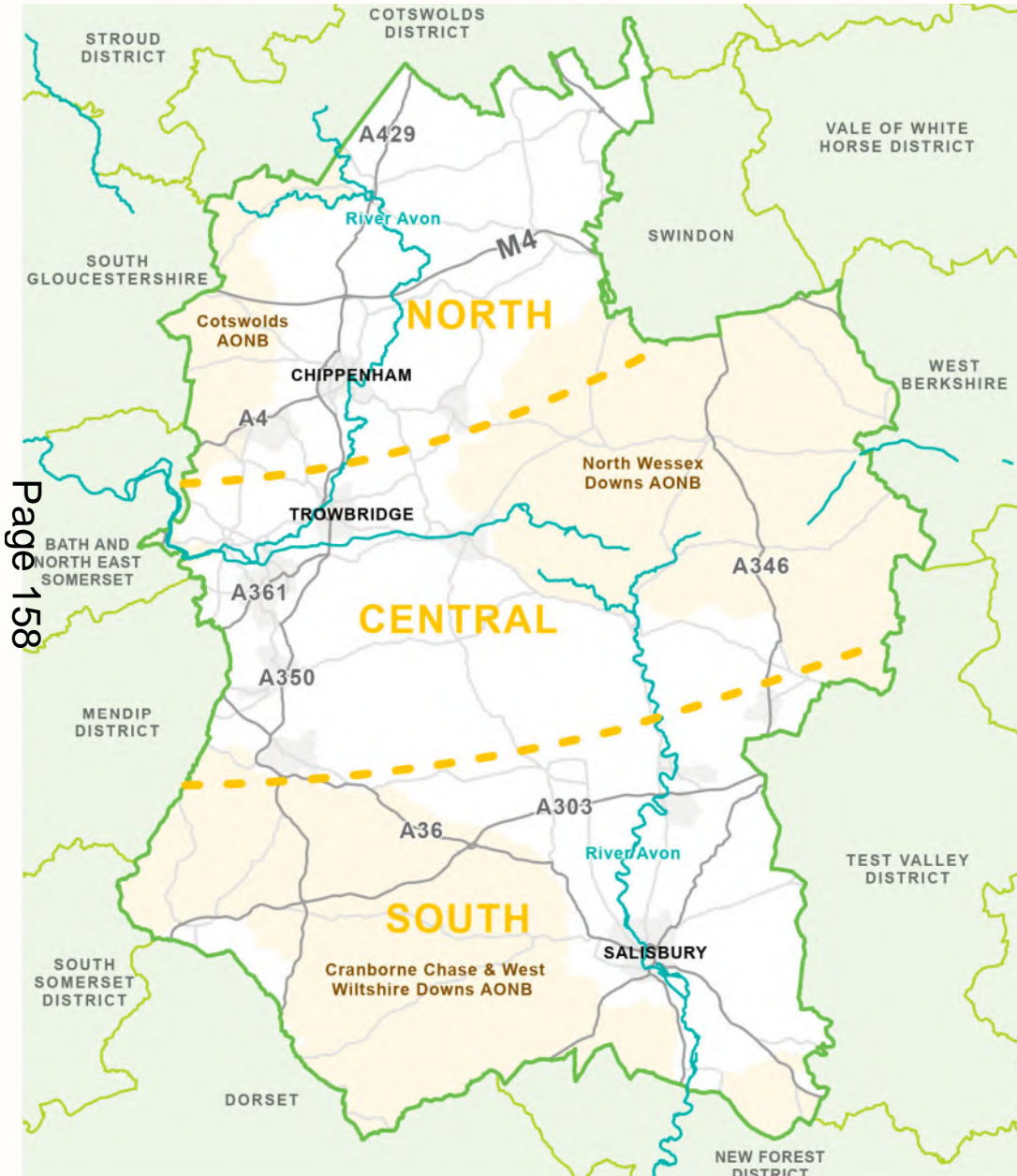
With regard to specific settlements and sites, the Council expects applicants to demonstrate their understanding of these areas' identity (e.g. within a context or character analysis) and demonstrate how this would inform their proposals.

## 3.1 Wiltshire's settings

**3.1.1** Wiltshire has one of the richest and most varied natural, historic and built environments across the country, related in a large part to its topography, geology and historic environment.

**3.1.2** The Local Plan/Core Strategy includes additional policy-guidance for development across the different landscapes.

**3.1.3** The following descriptions are only broad summaries of the varying character across a large county. There will inevitably be idiosyncrasies at a more local level.



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Informal categorisation of Wiltshire's geographic area.

The physical character of Wiltshire may be separated into three areas according to the geography. Whilst there are unifying landscape characterisations across each of these areas, there is also significant diversity within each, as well as overlaps between them.

On the other hand, it is not possible to neatly categorise Wiltshire's communities on a map. For example, a distinctive local feature of Wiltshire is the numerous military communities which have evolved around historic Ministry of Defence sites that exist across the county.

Needless to say, defining character at a county scale is problematic, hence the need for more detailed character analysis at the local level. Furthermore, community members themselves are best placed to define the identity of their community; this is preferably done through Neighbourhood Planning.

## North Wiltshire

**3.1.4** The Cotswolds runs through five counties, including the north-west and west of Wiltshire. Within the Cotswolds Each settlement has its own identity, yet all are generally marked by the defining Cotswold feature; the ubiquitous use of stone (though this varies from gold to pale depending on the exact location). The 'Cotswold architectural style' often includes multiple gables, triple light windows, stone mullions, stone roofing and more.

**3.1.5** The distinctive character of the Cotswolds towns and villages does not end at the boundary of the AONB. These characteristics can be experienced as far south as Bradford-on-Avon and as far north as Cricklade.

**3.1.6** Applicants and assessors may find it useful to make appropriate use of the 'Cotswold Design Code' (Cotswold District Council, March 2000) which provides guidance on faithfully reflecting this style.

**3.1.7** Swindon is in the north-east of the county, but beyond the administrative boundary of Wiltshire Council. It does however influence the physical and planning context within Wiltshire and there are some joint Wiltshire-Swindon Strategies.

### Key Landmarks in north Wiltshire are:



Chippenham Market Town, 1 of 3 'Principal Settlements' (a strategically important centre)



Castle Combe historic village



Malmesbury historic 'Market Town'. A distinctive hilltop settlement encircled by the River Avon



The Cotswold Water Park. A distinctive landscape of over 140 manmade lakes created from decades of mining. It continues to be a changing landscape with expanding recreational resource for the county and its visitors. Photo by Robert Bewley (copyright).

## Central Wiltshire

**3.1.8** Stretching from the market towns of Warminster and Trowbridge in the west across to Marlborough in the east. The natural landscape varies from the borders of the Cotswold Countryside Character area in the far west and the North Wessex Downs in the north-east, across the Vales of Avon and Pewsey, to the borders of Salisbury Plain to the south.

**3.1.9** Stone, orangey-red brickwork and render are the common building materials across this part of the county. Focal buildings are often in cast stone. Brick is often incorporated with either stone or flint as a broad transition between the north and south.

**3.1.10** Occasional thatch roofed and timber framed buildings also characterise the rural villages. Clay vertical plain tile hanging is characteristic within the dense market town of Marlborough, thought to be historically linked to the re-fronting and cladding of medieval timber framed properties to be more fire resistant.

### Key landmarks in central Wiltshire are:



Trowbridge Market Town, the county town of Wiltshire and 1 of 3 'Principal Settlements'



Marlborough Market Town, set within the North Wessex Downs AONB



Western Wiltshire Greenbelt, stretching from west Trowbridge northward to Colerne, encompassing Bradford on Avon and numerous other villages



The Avebury part of the World Heritage Site



## South Wiltshire

**3.1.11** The south of Wiltshire is diverse in its landscape character, from rolling downland and the Salisbury Plain in the north to more forested areas which characterise the New Forest National Park in the very south-east. (Planning applications within the New Forest are dealt with by the New Forest National Park Authority).

**3.1.12** There is a notable contrast between the village-based and largely arable landscapes of the south Wiltshire's chalk downs (with very low densities of dispersed settlement) compared to the higher density of more mixed settlement in the dairying vales of the West and North.

**3.1.13** Much of south Wiltshire lies within the designated Cranborne Chase and West Wiltshire Downs AONB, commonly referred to as just Cranborne Chase.

**3.1.14** The built environment here has been keenly shaped by the geology across south Wiltshire, with chalk and flint being a distinguishing characteristic of buildings across the area.

### Key landmarks in south Wiltshire are:



Military Camp Westdown, Salisbury Plain



Salisbury Cathedral and City, 1 of 3 'Principal Settlements'



The Stonehenge part of the World Heritage Site



Old Sarum (Scheduled Monument)

## 3.2 **Expectation:** Respect for and enhancement of the intrinsic local character and distinctiveness of the local area.

3.2.1 Consider what makes the site distinctive, from place names and historical context to landscape features and social activity and consider how it can be referenced or protected within the scheme.

3.2.2 Engage the local community in a conversation about what is locally distinctive and important to them.

3.2.3 Where they have been created, refer to Neighbourhood Plans and Village Design Statements which may provide further guidance on local character.

3.2.4 Celebrate heritage and draw inspiration from the previous historic landscape, rural vernacular, industrial and commercial heritage or buildings, strongly reflecting particular historic trades.

3.2.5 Respect the characteristic scale and pattern of the overall landscape and settlement including landforms, slopes and field patterns within the site and its setting, skylines, roofscapes and backdrops.

3.2.6 Articulate the building form and roofscape of new development to respect and maintain the characteristics of the local setting.

3.2.7 On the Constraints and Opportunities Plan, plot key views both locally within the public realm and from further afield and demonstrate how new buildings will impact those views.



The Tannery, Holt. Photo by Mitchell Eley Gould (copyright).



Manor Farmyard, Urchfont. Photo by Pete Helme (copyright).

## 3.3 Expectation: Creation of character and identity with new buildings and public realm

**3.3.1** Unless the context requires new development to ‘subtly blend in’, which may be the case for householder applications and small infill schemes, the design for new buildings should make use of the available opportunities for enhancing the identity of the place, potentially becoming distinctive in its own right, if appropriate.

**3.3.2** Depending on the context analysis, the character of a housing development should respond to local characteristics, e.g. utilise a predominant material, colour or built form that is distinctive for how it unifies the individual buildings.

**3.3.3** During public engagement, it is recommended that a few options for the creation of character and identity are presented to those who will live in and identify with the area. Refer to Conservation Area guides,



Somerbrook, Great Somerford. Photo by Craig Auckland, Fotohaus (copyright).

Neighbourhood Plans and Village Design Guides if available, to understand the communities’ preferences for character.

**3.3.4** Do not use inflexible, ‘ready-made’ architectural plans and elevations which have no regard for the site or the plot. Instead, ensure designs for the built form and façade detailing relate to the character/context of the site and the plot.

**3.3.5** Applicants and assessors must have regard for any other local design guidance on the detailing of the public realm, e.g. The Salisbury Public Realm Guidance

### The National Design Guide

References I1, I2 and I3 provide further information on what is expected at a national level.



Amesbury Archer sculpture by Lucy Quinnell and Adam Boydell with the help of the children of the Amesbury Archer Primary School. Head model by Neil Lossock, face life cast by CJ Munn and André Masters. Credit ‘Fire and Iron’ art

# 4.0

## Built Form

Considering the built form cannot be an isolated exercise

Designing well will involve considering identity and character, understanding the existing landscape, thinking about movement and open space and above all giving thought to placemaking and how people live

## 4. Built Form

Built form is the three-dimensional pattern or arrangement of development blocks, streets, buildings and open spaces. Together they create the built environment and contribute to its character and sense of place.

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### The National Design Guide

References B1, B2 and B3 provide further information on what is expected at a national level.

For guidance on applications for householder extensions, please refer to **Appendix D**

## 4.1 Expectation: Working with the Topography

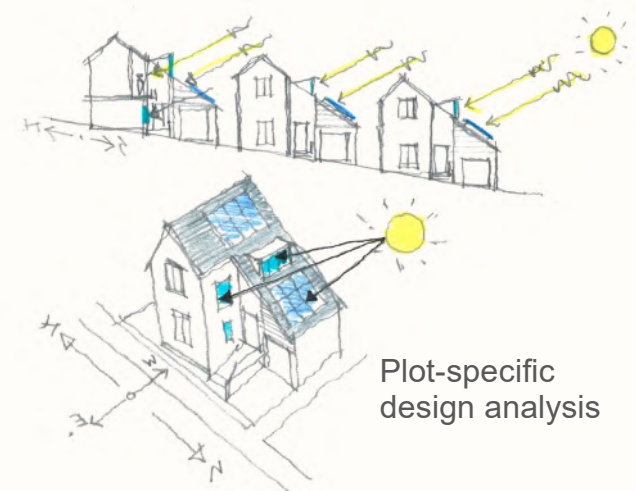
**4.1.1** New buildings and layouts should integrate seamlessly with the landscape. This means buildings and spaces rise and fall more gradually with the land, in turn creating more interesting, characterful townscape and better living environments with less need for large retaining structures.

**4.1.2** Topography should not be overly reprofiled unless there is a demonstrable advantage in terms of coherence or function of the new place, as a whole. This would not include a desire to simply make it easier to utilise pre-designed buildings.

**4.1.3** Height differences between plots within a site should be minimised, designing out the need for large retaining structures, especially those topped with fencing or walls.

**4.1.4** Sustainable drainage systems (SuDS) on slopes should be designed to avoid excessive embankment gradients.

**4.1.5** On very steep sites, plots with a build line parallel to the contours should utilise split-level built form and split-level gardens. Plots perpendicular to contours should consider using traditional, narrow-fronted stepped terraced housing.



## 4.2 Expectation: Structured and legible development

**4.2.1** The appropriate layout structure will depend upon the scale of the development. The context analysis, combined with the vision, will dictate the pattern of streets, spaces and development blocks.

**4.2.2** New block structures should facilitate compact housing layouts whilst reinforcing the coherency and hierarchy of the movement network. See also 4.4 Expectation: Compact development.

**4.2.3** Smaller scale infill development should generally respect the intrinsic pattern of streets and blocks in the settlement.

**4.2.4** Structured open space can bring a strong degree of legibility and interest to development, especially when specified as a focal community space.

**4.2.5** Aim to use perimeter blocks, where the edges of all streets and spaces are defined by building frontages.

**4.2.6** Take cues for the structure from site constraints and use diverse perimeter block arrangements.

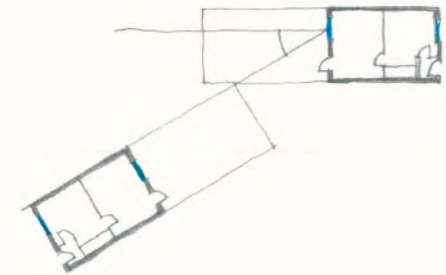
**4.2.7** Mews developments can be created within larger perimeter blocks to accommodate parking, informal play space and smaller dwellings.



Distinctive layout and buildings on primary routes create strong focal points

**4.2.8** Where buildings are on a corner both public elevations should be designed as 'frontages' and have windows from habitable rooms in them.

**4.2.9** "Back-to-back" distance (a term used to refer to the distance between the rear façades of dwellings) should generally be no shorter than about 20m\* (measured within 30° degrees of parallel) in order to limit direct overlooking of private amenity spaces. This may slightly reduce where higher densities are appropriate. \*Also see Private Amenity Space (Section - Homes and Buildings).



20m back to back, measured within 30° degrees of parallel

## 4.3 Expectation: Destinations, Landmarks and Focal Points

**4.3.1** Destinations provide opportunities for people to meet, share experiences and come together as a community. By bringing existing and new together, destinations become a place for everyone.

**4.3.2** Design destination buildings or public realm carefully into layouts. This generally means locating them on nodes on the appropriate hierarchy of route.

**4.3.3** Reinforce the landmark status of buildings (or spaces) through the design of their setting, their built form and/or building detailing. See also 4.6

**4.3.4** Consider utilising public art to reinforce the landmark status of a place. Public art used for this purpose should have permanence and be relevance to the local or wider context of the place. (See also Wiltshire’s Policy and guidance on [Public Art and Design](#)).

**4.3.5** When masterplanning for larger developments, resources such as schools, nurseries, community facilities, parks, other open spaces, health and religious or cultural facilities should be earmarked as destinations within layouts to promote social interaction and integration and to help combat loneliness.



Typical landmarks, e.g. historic buildings, key public spaces, taller built form. Clockwise from top right is Calne, Chippenham, Aldbourne, Warminster, Calne

## 4.4 Expectation: Compact development to make efficient use of land

**4.4.1** Compact forms of development bring people together to support local public transport, facilities and local services. They make destinations easily accessible by walking or cycling and help to reduce dependency upon the private car. They have a higher degree of “propinquity” the propinquity effect is the tendency for people to form friendships with those whom they encounter often. Historically, settlements were naturally compact and had tightly knit communities due to having evolved to be walkable and include mixed-uses.

**4.4.2** Consider how to ensure proposals are compact - this starts from the efficient use of all space. This is a strategic national policy (see NPPF: National Planning Policy Framework (2021) paragraph 124).

**4.4.3** In practice, housing mix directly influences the built form and the efficiency of land use. The mix of open market housing also informs the site capacity, physical character and the demographics of the new place. Over the long-term this also influences the rate at which greenfield land is developed. Therefore, on applications for major development, the proportion of open market dwellings of different sizes must reflect objectively assessed local need (as per Local Plan Policy) as opposed to commercial preferences alone. The Affordable Housing Mix should be agreed with the Housing Enabling Team.

**4.4.4** For Outline Applications, an indicative affordable and market housing mix should be agreed and used to objectively estimate site capacity, even if the precise mix shall be a reserved matter.

**4.4.5** Where possible, use attached built forms (shared party walls) as opposed to detached forms.

**4.4.6** Where appropriate, use continuous and closely spaced building frontages to primary routes to create a street hierarchy.

**4.4.7** Where appropriate, consider utilising 2.5 and 3 storey homes for larger households, rather than 1 or 2 stories with larger floor plans.

**4.4.8** Always use highways designs which are in scale with the needs and character of the development. Swept path analysis should be submitted to demonstrate efficient use of land for highways, e.g. turning head designs should be only as large as necessary to accommodate the relevant service vehicle.





Distinctive boulevard enclosed with 3 storey housing, Great Mead, Chippenham



Compact yet ample private gardens, The Tannery, Holt. Photo by Mitchell Eley Gould (copyright).



Attached built form and mews, Snuff Street, Devizes



Front porch integrating storage and balcony, Bristol

**4.4.9** Innovative design solutions may be necessary to achieve higher density in some locations, for example, the use of attic space for accommodation, providing accommodation or gardens over parking spaces and apartment roof terraces and balconies as private amenity space. Where ground conditions allow it, split level buildings and basements may be explored.

**4.4.10** New back garden sizes should comfortably serve the typical needs of those who will use them, but extensive private gardens may lead to very low site densities and the inefficient use of land, especially where a significant amount of Public Open Space (POS) is also provided on site.

**4.4.11** In general the following average net density standards should be followed:

**Towns**

30 to 55 dwellings per hectare

**Villages**

20 to 45 dwellings per hectare

**Hamlets and Scattered Dwellings**

Not applicable

## 4.5. Expectation: Quality Detailing

**4.5.1** Many exterior architectural and landscape details are selected deliberately in order to produce an aesthetic, such as fenestration, entrances, plot boundaries and facing materials. Other details may seem merely functional but will still influence the appearance and perception of a building and space. It can enhance or harm the character of an area. It also affects how well buildings weather over time.

**4.5.2** In built environments with a strong, positive visual identity, the detailing of new development will generally be expected to match or otherwise complement the existing detailing. Thus, in the first instance, applicants and assessors must make use of Neighbourhood Plans, Village Design Guides and any other style guides to identify what sort of detailing is appropriate.

**4.5.3** Planning drawings must include details of all visible items on façades and roofs, i.e. pipes, ventilation, flues, lighting, meter boxes, heat pumps, photovoltaics and roof plant, to demonstrate these have been incorporated sensitively. The matter should not be conditioned.

**4.5.4** Internal layouts and associated architectural elevations must have regard to what happens in the public realm outside the rooms, i.e. large floor to ceiling windows close to the public realm may be suitable for kitchens but not for bedrooms, unless the detailing mitigates for privacy (breaking up large windows into individual panes can help enhance the sense of privacy and add a distinctive character).



Distinctive gables, tile hanging and chimney stacks, Former Westbury Hospital.

## Buildings

**4.5.5** Windows and doors should be designed to provide a well-composed façade that enhances the appearance of the building. As well as functioning appropriately for occupants, the design of façades which enclose public realm should create visual interest to anyone walking by, i.e. by avoiding large spans of unvarying solid wall or glazing.

**4.5.6** To mitigate the visual impact of a large building's mass within in the setting of important landscapes and townscapes, it will generally be necessary to break down the main volume and roof profile into smaller elements.

**4.5.7** The building line should generally reinforce the predominant building line within a street, (where this positively contributes to the existing sense of place).

Where a new building's façade will have substantial width, some variations in the orientation and/or setback of the building line may be required.

**4.5.8** Roofs should generally be designed to maximise the amount of unobstructed south facing area on which solar panels can be fitted, recognising the fact that future owners may wish to retrofit additional panels.

**4.5.9** Designs should avoid using items which are visibly artificial in appearance such as sheets of plastic 'roof tiles' for porch canopies or bay windows, plastic false chimneys or 'foam stone' detailing etc. The careful use of innovative and recycled materials is welcomed but these materials must be demonstrated to be sympathetic to the local vernacular and weather well.



Distinctive gables, chimney stacks and feature windows, Merlin Rise, Calne

**4.5.10** Chimney stacks often add visual interest but should be of masonry construction and serve a practical purpose, continuing down as a stack with a flue serving a fireplace, vent or extract.

**4.5.11** Colour must be carefully considered at all scales; how the whole development appears within the surrounding context; how colour is used to match, harmonise or contrast an individual building; and how colour might unify groups of buildings to create distinctive streets and spaces within the development.

**4.5.12** Where natural stone is a distinctive characteristic of the immediate area/ setting, then similar natural stone is preferred for use on new buildings and walls. Superior materials such as this should be concentrated where it will have most public appreciation and visual impact, e.g. at site entrances, main streets, wrapping around corner buildings, enclosing vistas and open spaces and in boundary walls in general.

## Spaces Between Buildings

**4.5.13** The quality of the detailing of other elements within the building's plot and setting must also be demonstrated, e.g. boundary walls, fences, railings, gates, posts, ground surfaces, street furniture, signage, lamps and lampposts, i.e. all that is visible from within the public realm.

**4.5.14** Cycle storage on the public side of a building should be sensitively integrated to the design of the building and plot. See also 5.5.3.

**4.5.15** Waste and recycling storage should not be located at the front of a property unless it is designed to be discretely enclosed and complement the appearance of the building, e.g. recessed storage areas integrated with an attractive entrance or porch detail.

**4.5.16** Bins and containers left out for collection must not reduce the usable width of the footway to less than 1.5m, nor obstruct vehicles or pedestrian movement within shared spaces (where there are no footpaths). Therefore a bin collection point should be provided on the inside edge of the plot. If that is not possible then a nearby space adjacent to the highway should be provided. Its design should neatly contain bins and containers without the enclosure itself being visually prominent. Its design and location should not allow for it to be used for or obstructed by car parking.

**4.5.17** Detailed requirements and guidance for waste and recycling including carry/wheel distance, capacity, size & number of containers is provided in the [‘Wiltshire Council ‘Waste Storage and Collection’ guidance](#) for developers, which also includes references to the size of collection vehicles in use. Note: The council has a statutory duty to collect waste and recycling from the nearest adopted highway and may reserve the right not to directly access private roads to make collections of waste and recycling without suitable indemnities being in place.

### In Historic Environments

**4.5.18** In areas characterised by traditional architecture, designs should avoid ‘off the peg’ components, e.g. incongruous fascia/soffits, windows and chimneys. Instead, traditional detailing should be used, e.g. slender fascia’s or expressed rafter sprockets at eaves, slim or mortared verges, traditional tiled or slated roofs



Contemporary newbuilds in historic Salisbury

and well detailed windows (including attention to glazing bars patterns, cills, lintels and depth of reveals). This list is not exhaustive; the applicant’s own character analysis of the area is expected to identify all the existing buildings’ prominent characteristics.



Traditional newbuilds in North Wiltshire

## 4.6. **Expectation:** Civic Buildings and Community Buildings as Landmarks

**4.5.19** Restoration work to historic buildings should generally be faithful to and closely match the appearance of the original work, in terms of detailing and facing materials/finishes.

**4.5.20** In conservation areas, or within the setting of listed buildings, it should be demonstrated that the detailing of new development will not cause a detrimental visual impact. Reference should be made to [Historic England's suite of design guidance](#)

**4.5.21** Most sections of this guide include further expectations regarding quality detailing.

**4.6.1** Community and civic buildings will become key destination and landmarks within the area. Their built form and setting should reflect their function and identity, with entrances that signal a welcome to everyone.

Examples of some community and civic buildings within Wiltshire where the design of the elevation and entrance responds to the role of the building



Bourne Hill Council Offices, Salisbury



The Arc Climbing Academy, Chippenham, Photo by Paul Twomey (copyright).



Wiltshire and Swindon History Centre,  
Chippenham



Trowbridge Health Centre



Wiltshire Police Station, Trowbridge



Stonehenge Visitor Centre. Credit Peter  
Cook and Denton Corker Marshall



Springfield Community Campus. Credit  
Simon Doling and Alec French Architects



Calne Community Hub and Library



Old Sarum and Longhedge Community  
Centre



Melksham Community Campus



The Vale Community Campus

# 5.0

## Movement

**Movement is at the heart of day to day life**

**Wiltshire Council's priority is to provide a well-designed and connected network that gives people the maximum choice in how to make their journeys. Active travel is an important part of the picture.**

**The success of a connected network is measured by how they contribute to the quality and character of the place, not only on how well they function.**



## 5. Movement

Patterns of movement for people are integral to well-designed places. This includes walking, cycling and driving to facilities, employment and servicing, parking and the convenience of public transport. They contribute to making high quality places for people to enjoy. They also form a crucial component of urban character. Their success is measured by how they contribute to the quality and character of the place, not only how well they function.

The current Manual for Streets (and any subsequent update) and relevant adopted Wiltshire highway design guidance should be referred to for more detailed guidance on street design.

This guide does not provide advice on access within buildings; Building Regulations 'Approved Document M' deals with that matter. However, there is some overlap between this Guide and Building Regulations with regards to movement within the private outdoor amenity areas associated with a dwelling.

### **The National Design Guide**

References M1, M2 and M3 provide further information on what is expected at a national level.

Traffic free walking routes, including through green infrastructure.

Top image, Hilltop Park, Chippenham.

Bottom image, Ridgeway Farm, Swindon (Purton Parish Council)



## 5.1 Expectation: A connected network of routes for all modes of transport

**5.1.1** A well-designed and connected network gives all people the maximum choice in how to make their journeys. This includes by public transport, walking, cycling and by car.

### Process

**5.1.2** A Context Analysis must be completed before designing the development. Applicants and assessors must comply with Wiltshire Council's transport guidance and standards as set out in the Local Transport Plan and its supporting documents which cover a variety of subjects from walking and cycling routes to street furniture and travel plans (list no exhaustive). Where there is room for interpretation in these standards, more locally defined guidance, e.g. in Neighbourhood Plans (where published), would apply.

**5.1.3** Generally, this analysis will be submitted within a Transport Assessment, but a summary of the main constraints, opportunities and conclusions should also be included within the Design and Access Statement to show how the proposal's design has regard to the analysis.

**5.1.4** Make use of Wiltshire's interactive web portal to view the cycle and walking routes.

[Wiltshire Council Rights of Way Explorer](#)

[Transport town cycle networks](#)

[Wiltshire cycle maps routes](#)



Traffic free walking and cycle routes serving desire lines to community facilities



New development can support delivery of cycle networks between settlements

## Outcomes

**5.1.5** Movement routes must respond to desire lines and prioritise pedestrian and cyclists before car drivers, e.g. continuous footways across junctions.

**5.1.6** New development should create or contribute to the legibility and permeability of the street and footway network by generally employing well-proportioned, perimeter development blocks. The amount of space provided between these development blocks and their height should relate to the desired hierarchy of the route and the desired character of the new place.

**5.1.7** Long, straight roads within residential areas should be broken up into discernible sections or spaces, using appropriate variations in the design of enclosing built forms and detailing of the public realm itself.

**5.1.8** Cul-de-sac development should only be used where unavoidable and foot and cycleways should follow desire lines and link cul-de-sacs to maximise permeability.

**5.1.9** Opportunities must always be sought to connect into adjacent residential areas, e.g. where existing roads and paths effectively abut the application site's boundary.

**5.1.10** Where new layouts create a 'grid' of streets this could enable excessive choice for motor vehicles; systems can be used to reduce 'rat-runs' whilst permitting cycle and pedestrian permeability. Built form should still reinforce the pedestrian movement hierarchy.

**5.1.11** New movement networks and hierarchies should futureproof for potential development beyond but adjacent to the site boundary, e.g. avoid blocking access points into future development land with private drives and private parking.

**5.1.12** Within urban extensions care should be taken to reduce severance of communities by major transport infrastructure. Where such infrastructure already exists, new development should introduce a positive, 'active' development frontage to these routes, as well as frequent and attractive opportunities for direct, surface-level pedestrian crossings.



Outward looking development provides an active frontage to a main road, Sandridge Place, Melksham

## 5.2 Expectation: Prioritising active travel

**5.2.1** In well-designed larger schemes, people should not need to rely on the car to access local facilities such as shops, schools, public amenities and the natural environment. An important design objective is to make key movement routes to these destinations direct, legible, safe and attractive to pedestrians and cyclists; the design of the built form along them should deliver this.

**5.2.2** To enhance perception of safety movement routes must be designed to have natural surveillance, be well lit and avoid inadvertently creating blind spots and hiding places.

**5.2.3** New developments must provide walking and cycling connections within the site and between the site and any existing or emerging network.

**5.2.4** Applicants should seek to satisfy some key desire lines within new 'green routes' or 'green corridors' where possible (e.g. uninterrupted linkages for wildlife and people). In effect, applicants are expected to identify opportunities to deliver the objectives of an area's Active Travel Scheme and its Local Green and Blue Infrastructure (GBI) Framework in a holistic way.

**5.2.5** Alternatively, key desire lines can also be met with 'Quiet Ways' which include residential streets with very low traffic movements.

**5.2.6** Locations for street trees should be considered at the early stages of the design process as they require space both above and below ground and can have a direct influence on parking typologies, built form and lamp post locations. (Maintenance of street trees will require developer funding, to be agreed

during planning. Thus indicative street tree planting should be anticipated and designed for in Outline applications.)

**5.2.7** Interesting focal points should be created along routes, e.g. using squares, landmark buildings, artworks, public open space and vistas from the development toward the wider setting. The built form enclosing such points should be designed to reinforce their sense of place.

**5.2.8** Views along streets within new developments should be terminated with an appropriately attractive backdrop, e.g. trees within POS, views of the wider landscape, or building frontages of distinction to support legibility.

**5.2.9** Street hierarchies should correspond with a clear contrast in the appearance of buildings and landscaping on key routes and spaces to help distinguish them from secondary routes and spaces.



Artwork such as ‘Rings of Harmony’ entrance sculpture in George Ward Gardens development, Melksham, by Julie Edwards and Ron Thompson.



Mature trees retained within public open space create a vista to and from the gateway into Copenacre Way, Corsham

**5.2.10** On larger schemes, a delicate balance of variety and uniformity is required to create sensorially stimulating places, which encourage people to navigate them on foot and by bike.

**5.2.11** Key routes and spaces should be easily noticed and identified when approaching them. Therefore, rather than imposing variety only using ‘character areas’, designers should use distinctive built form, enclosure and landscaping (hard and soft) along specific hierarchies of street and open space. In other words, designers are expected to create character by considering the three-dimensional perspective of a pedestrian, as opposed to the two-dimensional perspective of one viewing the whole place from above.

**5.2.12** Wayfinding for active travel modes must be provided within large development sites in accordance with Wiltshire Council’s Wayfinding Strategy. This should include coherent signposting to align with walking and cycling routes set out in the relevant LCWIP or Town Cycle Network, as well as wayfinding to facilities on site and to local Public Rights of Way and the National Cycle Network. Indicative locations of all wayfinding should be annotated on planning layouts/landscape plans.

**5.2.13** Except for quiet residential streets, cycling should be physically separated from pedestrians and should not have to share space with heavy traffic.

## 5.3 Expectation: Facilitating public transport use

**5.3.1** Masterplans and layouts must recognise the potential requirement for wider space for buses, in conjunction with dedicated cycle routes, on street parking and wider tree-lined footways.

**5.3.2** New streets which will be required to take bus services should be identified early on and swept path analysis should be employed during the design process.

**5.3.3** Bus stops can become a focal point within a local community, ranging from a little extra space with seating, to a location with neighbourhood shops and community facilities.

**5.3.4** The townscape can acknowledge and highlight the presence of bus stops, for example, by widening the footway and providing distinctive planting and lighting.

**5.3.5** Built form is expected to reinforce the spatial hierarchy of these routes. The private parking must not compromise the public function of these key routes. Buses also need adequate length to draw up easily at bus stops and align the ramp with the raised kerb for wheelchairs and buggies to board/alight.

**5.3.6** The land uses across sites should have regard to bus routes, generally focussing more homes closer to bus stops and designing key nodes especially those with any services and facilities along these routes. Appropriate spaces for congregation should be provided, with the potential impacts (e.g. noise) on nearby homes considered.

**5.3.7** Streets with bus stops must allow adequate space for bus shelters which do not obstruct passing movement of pedestrians or cyclists.



Public realm around bus routes will have additional design requirements, Old Sarum, Salisbury



No direct access to private parking along bus route, Mulberry Park, Bath

## 5.4 **Expectation: Well-considered parking, servicing and utilities infrastructure for all users**

**5.4.1** Designs must carefully consider the size, scale, form and placing of street furniture, lighting columns, signage, utility service cabinets, CCTV camera poles etc. in relation to the setting of buildings and landscapes, to avoid conflict with significant views and vistas and or diminish the setting of these.

**5.4.2** The detailed design of street furniture must have regard for any local design guidance.

**5.4.3** Comply with the detailed requirements for parking provision as set out in the adopted Wiltshire Local Transport Plan's Car Parking Strategy and Cycle Strategy.

**5.4.4** Where on-plot car parking is shown to be appropriate, it should not reduce the quality of the amenity space available to residents or dominate the front elevation of the dwelling.

**5.4.5** Where off-plot parking is shown to be appropriate, it should be located as close as possible to the property it serves.

**5.4.6** Layouts must avoid long runs of continuous frontage parking where this is not substantially and regularly broken up with landscaping. Where groups of homes are served with frontage parking, a continuous 1.8m wide pavement should be provided between the build line/front doorsteps and the parking spaces, with returns at each end back to the adoptable highway.

**5.4.7** Rear parking courtyards and parking barns may be used (in limited quantities) to achieve a particular residential character or street scene in which direct car access to the plot's front is inappropriate. They must be kept small (approx. 5 homes) and must not be disproportionately used for affordable housing. Their detailed design must demonstrate regard for: convenience of

access for owners versus security against unwarranted access; natural surveillance of entrances and parked vehicles; location of lighting, EV charging, refuse collection, personal gates and all soft and hard landscaping.



Well-detailed rear parking court, Rotterdam

**5.4.8** Adequate space for ULEV charging points and cable routes must, where in doubt, be demonstrated using detailed plans. These must be designed to avoid physical obstruction or visible clutter where they are not being provided 'on plot'. (Early discussions are expected to resolve these scenarios.)

**5.4.9** Where a high proportion of homes depend upon a garage for their allocated parking this invariably can lead to on-street parking pressure, or to private gardens being paved over. To mitigate for this, where a home requires 2 or fewer allocated parking spaces, it is recommended that both spaces are unenclosed spaces. In view of the function many garages perform as storage or workshops etc. designers may explore alternative options for such provision, so that traditional garages not required.

**5.4.10** Larger parking courts may be possible where these serve apartments and are directly overlooked by habitable rooms, ideally at ground level. “Habitable rooms” means any rooms used or intended to be used for sleeping, living or cooking purposes and not toilets or halls etc.

**5.4.11** Car parks set within the public realm must be designed as an integral and coherent part of the overall layout design with regard to the need to positively contribute to the character of the area, e.g. attractive, robust enclosure, space for trees and planting and natural surveillance.

**5.4.12** Parking space surfacing should generally be permeable and spaces subtly delineated by contrasting materials as opposed to white paint.

**5.4.13** For higher density schemes, underground parking may be considered. This may involve a landscaped deck or private gardens above. (Underground parking will require strict access control for vehicles and pedestrians).

**5.4.14** The continuity of the footway and/or cycleway should take precedence over the location of private or visitor

parking. 45° ‘Splayed kerbs’ or similar (instead of traditional ‘drop kerbs’) should be used wherever a vehicle crossover is unavoidable, e.g. to access a private driveway.

**5.4.15** Adequate space for tree planting beside parking should be demonstrated using detailed tree pit section drawings.

**5.4.16** Potential conflicts between tree planting, lamp posts, sustainable drainage systems (SuDS) and footways must be identified early and designed out, by submitting a dimensioned cross-section of all above and below-ground items.

**5.4.17** Where occasional maintenance access is required onto public open space it should be sympathetically designed, e.g. using a suitable grass reinforced web or structure as opposed to tarmac, e.g. for pump or substations within new developments.



## 5.5 Expectation: Safe, secure and accessible cycle parking

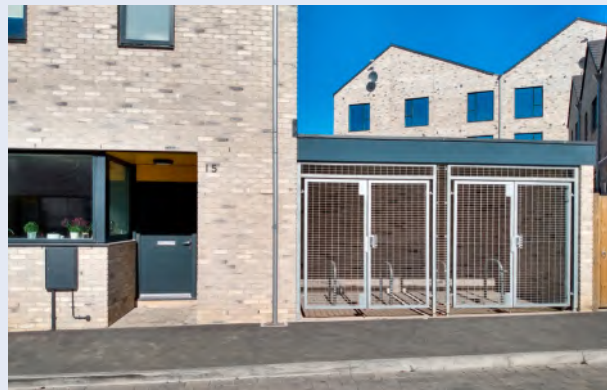
**5.5.1** Full cycle parking requirements are set out in Wiltshire's Active Travel Parking Infrastructure Standards.

**5.5.2** Detailed drawings must show that private gardens have ample space for storage sheds. Any form of residential cycle storage (whether within the dwelling or in the gardens) must be shown to have easy access to the highway that is not through a dwelling.

**5.5.3** Details of the locations and dimensioned construction details of storage should be agreed early on and not left to a planning condition, in order to ensure well-designed storage for a range of bike types (including oversized 'family bikes' and cargo bikes) that will encourage cycling.



Convenient, overlooked and sheltered bicycle storage, the Arc, Chippenham



Communal cycle store integrated with end terrace, Bristol

**5.5.4** Perforated facings to external communal enclosures (e.g. metal or timber slats) together with a movement activated internal security light should be considered to aid safety and security.

**5.5.5** Secure, overlooked cycle parking should also be provided at all other locations where it might be used, e.g. transport interchanges (including bus stops) workplaces, services and facilities, recreational areas and outside apartment buildings (for visitors). Long-stay cycle parking at destinations should be covered.

**5.5.6** Showering facilities should generally be provided within any new development which is to become a place of employment and to which someone may wish to commute by bicycle.

## 5.6 Expectation: Successful Shared Spaces and Shared surfaces

**5.6.1** Any street designated in a planning application as a shared space/surface must have the unambiguous appearance of a space in which pedestrians have priority within the main carriageway, e.g. a distinct change in the appearance of the surface material and the removal of features which reinforce segregation of vehicles from pedestrians, e.g. raised kerbs.

**5.6.2** Perceptible 'gateways' into shared spaces are necessary for reinforcing the change in context and physically slowing oncoming traffic. These are typically achieved by a change in vertical alignment, a visual change in materials to indicate a 'threshold' and a narrowing of the carriageway with vertical features, e.g. trees or posts. The pedestrian desire lines must remain coherent through the transition.

**5.6.3** The limits of designation of a shared space/surface should reflect how pedestrians are expected or encouraged to use the space, i.e. it should not be dictated by the limits of adoption.

**5.6.4** The specification of the street materials should be provided early on (i.e. not left to be specified as a planning condition) to ensure agreement on their character and robustness. Junctions and turning heads may require enhanced specifications, or special treatments to deal with HGV frequent movements. Technology is evolving and other options may be incorporated, e.g. permeable paving and concrete imprinted paving effect.



Manor Farmyard, Urchfont. Photo by Pete Helme Photography (copyright).



Somerbrook, Great Somerford. Photo by Craig Auckland, Fotohaus (copyright).



Jacksmeadow, Uffington. Photo by Pete Helme Photography (copyright).



Quakers Walk, Devizes

# 6.0

## Nature

Nature contributes to the quality of a place and to people's quality of life and it is a critical component of well-designed places.

Natural features are integrated into well designed development. They include natural and designed landscapes.

## 6. Nature

Wiltshire Council has adopted the following Climate Strategy Objective: “Efficient and environmentally sensitive use of land, providing for the needs of an increasing population and nature: food production, renewable energy generation, housing and transport, alongside woodland creation and nature recovery”

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The design of new development is expected to take the available opportunities to help deliver this objective by demonstrating the multi-functional use of new public open spaces.

### **The National Design Guide**

References N1, N2 and N3 provide further information on what is expected at a national level.



A strong visual and physical connection between a town and its surrounding natural environment, Malmesbury

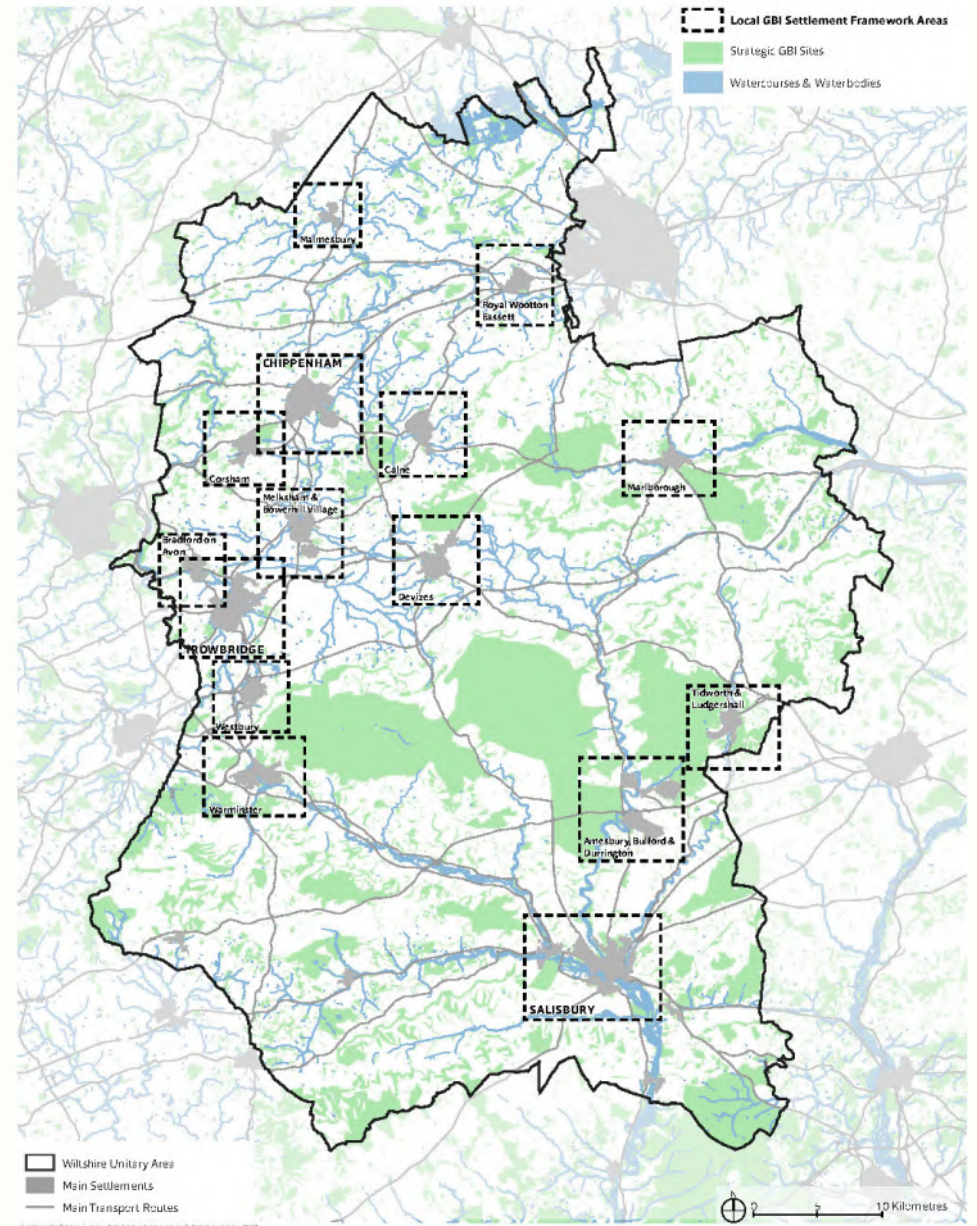
## 6.1 Expectation: Help deliver the Wiltshire Green and Blue Infrastructure (GBI) Strategy

6.1.1 The Strategy mandates that “development proposed in [Wiltshire] will necessitate a focus on improving Green and Blue Infrastructure provision within the Principal Settlements and Market Towns, particularly along river and canal corridors. Development also offers potential opportunities to create new and enhanced linkages between the towns and the countryside for people and wildlife.”

6.1.2 Applicants and assessors must make appropriate use of the Wiltshire Green and Blue infrastructure (GBI) Strategy and analyse how their proposals may interact with the surrounding GBI network: [Wiltshire Green and Blue infrastructure \(GBI\) Strategy](#).

6.1.3 Applicants should research the prioritised requirements of any applicable Local GBI Framework and demonstrate how their proposals align with and support its delivery.

6.1.4 There are numerous objectives in this strategy which should be delivered through new development. Many of these priorities are captured in the following outcomes, which new development across Wiltshire is expected to deliver wherever possible.



Wiltshire’s Local Green & Blue Infrastructure Settlement Frameworks

## 6.2 Expectation: More Green and Blue Infrastructure

**6.2.1** Plant more woodland to store carbon and reduce flood risk.

**6.2.2** Look for opportunities to extend designated wildlife sites and increase provision of pollen/nectar-rich wildflower habitats.

**6.2.3** Plant more urban trees and tree-lined streets to help counter the urban heat effect and create shade. A tree-lined street is understood to mean a street with regular tree planting along both sides for the entire length of the street, to the effect that a significant amount of shade would be generated when canopies are fully grown. This is expected to equate to approximately 1 tree every 5m - 20m, (species and ensuring a suitable amount of well aerated and drained space is provided for the root system. For further information refer to the Urban Tree Manual [Urban tree manual](#) and BS 8545:2014 Trees: from nursery to independence in the landscape –Recommendations.

**6.2.4** Retain existing trees and hedgerows of significance within public open space where possible, as opposed to behind private properties.

**6.2.5** Recognise Wiltshire's requirement to increase biodiversity across both urban and rural areas.

**6.2.6** Incorporate green roofs in urban areas (where an adequate amount of open space can't be created).

**6.2.7** Buildings with large expanses of flat walls create opportunities for green planted wall systems. These should be explored, especially in more dense urban areas and on significant commercial buildings.

**6.2.8** Planting species, densities and specification should be detailed to the 'National Plant Specification'.



Tree-lined streets, Great Mead, Chippenham



Generously planted verges along primary street, Wilton Hill, Wilton

## 6.3 Expectation: Higher Quality Green and Blue Infrastructure that mitigates increasing risk from surface water flooding and creates multi-functional open spaces

**6.3.1** Follow the 4 pillars of Sustainable Drainage Systems (SuDS); water quality, water quantity, amenity and biodiversity, making use of the [CIRIA](#) guidance on the design detailing of these.

**6.3.2** Volumes of water should be split across the site and have positive impacts for water quality and management beyond the application site.

**6.3.3** Rain gardens should be considered in addition to small ponds and permeable surfaces, as an attractive feature which captures water close to the source, treats pollutants and creates habitat.

**6.3.4** Provide new developments with access to outdoor play facilities for all ages, within the recommended walking distances as per [Fields in Trust website](#). The size of squares and open spaces should be proportionate to the intended use and level of activity generated.

**6.3.5** Furnish recreational open spaces with adequate amounts of seating and picnic areas, so that people of all ages and abilities can benefit from it.

**6.3.6** Proposed street tree planting must select appropriate species and consider the soil type (Wiltshire has 'shrinking clay' in areas), extent of future branch and root growth, as well as the likely leaf/fruit fall and any corresponding maintenance requirements.

**6.3.7** Tree lined grass verged avenues and public greens may form a green infrastructure ribbon through new development. Active travel routes in particular should be tree lined.

**6.3.8** Consider whether outdoor gym equipment would be a benefit to the area.

**6.3.9** Research the requirement for dark skies and dark corridors and establish design constraints.



Multifunctional open space, Cherhill View, Calne



Generously planted Sustainable Drainage Systems within Marleberg Grange, Marlborough



## 6.4 Expectation: Better Connected Green and Blue Infrastructure to improve equality of access and the individual distinctiveness of each place



New green corridors integrated around retained mature trees, Hilltop Park, Chippenham

**6.4.1** Connect new green spaces via green corridors to each other and the existing GBI network.

**6.4.2** Improve links from new and existing developments into the existing network of countryside public rights of way.

**6.4.3** Improve the network of traffic-free surfaced cycle routes within green corridors.

**6.4.4** Enhance the national cycle network and inter-urban cycle routes as set out in the Wiltshire Local Cycling and Walking Infrastructure Plan (LCWIP) which links Wiltshire's towns and villages to each other and significant destinations.

**6.4.5** Ensure GBI corridors balance the need to protect and enhance biodiversity with the need to promote community access to the natural environment.

**6.4.6** The context analysis for all major developments must include a review of existing local GBI. The masterplan should then show how the new development will help deliver the above outcomes.



There is a network of Byways close to many settlements in Wiltshire

**6.4.7** Much in the same way as happens with play areas currently, the provision of GBI and biodiversity net gain requirements should be agreed at Outline so that the cost of provision can be factored into the land value.

**6.4.8** The Context Analysis should explore and conclude whether there is a distinctive type of GBI feature already in the area.

## 6.5 **Expectation:** Improve and enhance water management

6.5.1 Retention and attenuation basins must not take the character of unnatural, engineered depressions or include utilitarian components within their design, i.e. materials for headwalls and any enclosures should be attractively detailed (as opposed to bare faced concrete and metal piping.)

6.5.2 Permeable paving or other measures to slow water runoff should be employed in site designs, i.e. all runoff should not simply be accelerated to basins through drains and pipes.

6.5.3 Water should be retained and be made accessible as part of green infrastructure. Ponds could include 'pond decks' seating and information boards. Within developed areas raingardens could be located in key locations and swales, channels and rills could capture and transfer water above ground rather than via underground pipes.

6.5.4 The shaping and planting of SuDS should reflect the form and appearance of planted natural watercourses rather than artificial basins which do not generally integrate well into the landscape and can dominate open space.

6.5.5 At least some surface water should be captured for reuse to help with the sustainable management and long-term maintenance of green infrastructure features within the scheme.

6.5.6 See also **6.3 Expectation: Higher Quality Green and Blue Infrastructure**



SuDS designed as a natural pond with accessible, split level banks, Ridgeway Farm, Swindon

## 6.6 Expectation: Support rich and varied biodiversity

**6.6.1** Integral bat roosting features and/or universal bird bricks should be included for bats and building reliant birds at a rate of two per house. A dedicated plan should show the location of these features. The advice of a professional ecologist should be sought when determining the appropriate boxes for the area.

**6.6.2** Hedgehog highways should be provided in property boundaries and under any infrastructure which severs GI corridors. Submitted plans should identify the provision of these.

**6.6.3** Drystone walls, traditionally laid, could be considered where appropriate, as these increase habitat opportunities.

**6.6.4** Where appropriate, deadwood should be incorporated into new woodlands and as features in open spaces.

**6.6.5** Where space is limited, consideration must be given to the use of living roofs and planting façades, through the provision of climbing wires and planters.

**6.6.6** When planting new landscape, give plants the room they need to grow. The Council wishes to see more larger canopy tree species in new urban environments (rather than predominantly fastigate varieties) to reduce urban heat island effect, flash flooding and climate change as well as soaking up CO<sub>2</sub>, air pollution and creating habitats in the sky.



'Universal bricks' integrated within the building's fabric



Swift using universal brick



Bat boxes within new Public Open Space. Photo by Pixabay



Strategic planting for insects  
Photo by Pixabay

## 6.7 **Expectation:** Create edible Landscapes that support wildlife and better connect communities with food growing

**6.7.1** Private gardens should provide sufficient space for food growing. It will be important to ensure that all gardens received some direct sun light (see Outcome: Private Amenity).

**6.7.2** Community orchards (minimum 6-8 fruit trees) should be provided within major applications. Public allotments should be provided within large developments with a substantial amount of POS, unless it can be shown that adequate local provision is already provided within 10 minutes walking distance of the development. Conveyance and management should be discussed with the town or parish council.

**6.7.3** For public spaces, choose trees and hedge types that produce fruit or nuts (except where these overhang the highway).

**6.7.4** Identify good locations for Community managed raised beds in smaller developments, e.g. herb gardens in pocket parks.



New allotments, Cherhill View, Calne



Community Orchard within Public Open Space. Photo by Pixabay

## 6.8 **Expectation:** Protecting and enhancing the historic environment and World Heritage Site

**6.8.1** In Wiltshire Stonehenge and Avebury are a designated World Heritage Site (WHS).

**6.8.2** At Stonehenge and Avebury there are no additional statutory restrictions on development, however the sensitivity of the WHS may mean that more detailed evidence is required to accompany planning applications and greater mitigation. Reference should be made to The Stonehenge, Avebury and Associated Sites World Heritage Site Management Plan 2015 or later revision, which is recognised as a material consideration in determining planning applications.

**6.8.3** In addition the advice of the specialist officers across the Council should be sought, including the WHS Coordination Unit.

**6.8.4** In addition to the WHS, Wiltshire has thousands of designated and undesignated archaeological features,



The Avebury part of the World Heritage Site

some of which (Salisbury Cathedral, Old Sarum Castle) have been influential on the development of the landscape for hundred and thousands of years. As well as respecting, protecting and enhancing these sites, new development is expected to take reference and inspiration from Wiltshire's rich historic environment in placemaking and place shaping the new communities.

## 6.9 Process / Outcome Protecting the Areas of Natural Beauty

**6.9.1** Guidance on development within the AONBs is managed by the AONBs themselves. Where relevant, a compliance statement is recommended to be submitted within the Design and Access Statement. Links to this guidance are suggested in the Context Section of this document.

# 7.0

## Public Space

**Public spaces are central to communities**

**The quality of the spaces between buildings is as important as the buildings themselves, these should be inclusive and provide great opportunities to support social interaction.**

## 7. Public Space

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 Public spaces are streets, squares and other spaces that are accessible to all. Collectively referred to as public realm, these spaces are generally shaped by the buildings which enclose them (see Built Form). 'Open space' and 'public open space' are similar but do not include land used exclusively for the movement of vehicles. The design of public space encompasses its siting and integration into the wider network of routes as well as its various elements. Well-designed public spaces are social spaces, providing meeting places and opportunities for comfort, relaxation and stimulation for all. They have widespread appeal, are able to accommodate people with different needs and can help combat social isolation and loneliness. The quality of the spaces between buildings is as important as the buildings themselves.

### The National Design Guide

References P1, P2 and P3 provide further information on what is expected at a national level.



Calne Community Hub and Library with integrated public spaces with access to nature, Beach Terrace, Calne

## 7.1 Expectation: Create well-located, high quality and attractive public spaces

**7.1.1** A minimum quantity of public open space must be provided in accordance with the requirements of the adopted Wiltshire Open Space Standards and/or the Fields in Trust Guidance.

**7.1.2** Some public open space, with seating, should be reserved in a central location and designed as a focal point for a new community; this may be predominantly hard or soft landscaping depending on the vision for new community.

**7.1.3** To create a shared sense of ownership new public open space should not be located only beside private drives or only at the end of a cul-de-sac.

**7.1.4** High quality public spaces should draw attention to natural elements such as tree planting or water. These may be sited within the space itself (i.e. trees for shade and water for play), associated with the buildings around its edges (see Built Form) or in the backdrop of views (see Section Nature).

**7.1.5** If ample facilities (such as equipped play areas) already exist within an appropriate walking distance, the quality of the existing facilities (and potential for complementary facilities) should be reviewed before mechanically planning to install more.

**7.1.6** The detailing of the public realm should shape the intended character of the overall place. (See Identity). Locally quarried stone should be the first choice for walls within the public realm. Stone setts should generally be used for surface markings rather than white lines. Even local stone chippings rolled into tarmac could be considered to enhance the visual quality of this surface. Within Wiltshire, Pennant stone is commonly used for paving and cobbles.

**7.1.7** Generally, bound local gravel surfaces should be considered in rural settings, parkland and open spaces where they can provide a suitably low-key definition to paths, drives and courtyards.

**7.1.8** The enclosures of substations and such like must be detailed to enhance the character of the area.

**7.1.9** Areas for building servicing should be screened from public by the building itself, with its approach and any visible boundary enclosure being designed sympathetically to the public realm.

**7.1.10** Other guidance on the detailing of Public Realm exists in various formats for specific areas across Wiltshire, i.e. in Neighbourhood Plans, AONB management plans, Conservation Guides or Civic Society Guidance. Applicants must research what exists and utilise it as part of their own analysis of local context and character.



## 7.2 Expectation: Provide well-designed spaces that are safe.

**7.2.1** Careful planning and design create the right conditions for people to feel safe and secure, without the need for additional security measures.

**7.2.2** Well-designed public and shared amenity spaces feel safe for people who occupy the buildings around them.

**7.2.3** Public spaces in urban areas should generally be enclosed by active ground floor uses, e.g. shop fronts and café spill out areas.

**7.2.4** Formal play/activity space must be located in well-overlooked locations and generally away from busy roads, especially children's spaces. They might however be located off a node of quieter street junctions where this reinforces a central community space.

**7.2.5** Public spaces can be any shape; the shape and scale should be informed by both character and function of the area.

**7.2.6** Linear green spaces should be well-proportioned (i.e. not too narrow or with unnecessary bottlenecks) and created with activity along the route to encourage movement and opportunity for play.

**7.2.7** Formal open space should generally include surfaced paths and places to sit and gather; the locations for seating must be thought about, i.e. some will require shelter from the rain and wind and should be warmed by the sun where possible. Proposals should include appropriate shading for seating to protect users from the summer sun.

**7.2.8** Public spaces which people may reasonably expect to use after dark should provide appropriate levels of illumination that only light the space and not the sky, so that they are perceived as being safe to use after dark. Special design solutions may be required where there are local constraints on illumination.



Newland Place, Trowbridge

## 7.3 **Expectation:** Make sure public spaces are inclusive and support social interaction

**7.3.1** Children’s play areas and general public open space need not always be all grass or soft surfaced; enclosed paved areas provide safe space for other sorts of play.

**7.3.2** Public recreational space should include recreational facilities for adults, e.g. outdoor gyms, allotments and other events or activity spaces (not just young people’s formal play spaces).

**7.3.3** Formal sports provision must be accessible to people with a range of abilities and be located to benefit both new and existing development and populations. Routes from housing within and outside of the site to sports facilities should be clearly signed, easily accessible and generally traffic free to encourage walking and cycling.

**7.3.4** The guidance throughout this Design Guide and the National Design Guide will help deliver Sport England’s ‘10 principles of Active Design’. For more information specifically on Sport England’s expectations and case studies see: [design and cost guidance](#)

**7.3.5** Developers are encouraged to take an integrated approach to art and design, to achieve overall design quality in architectural and landscape terms by involving artists in the design process from the earliest stage.

**7.3.6** Applicants and assessors should refer to local guidance on the council’s approach to the integration of public art in developments. See [Public art design](#)



Central Play area, Copenacre Way, Corsham



Salisbury Market Place, pedestrianised circa 2013 becoming a multi-purpose events space

# 8.0

## Uses

### Neighbourhoods for all

**People come in all shapes and sizes and proposals that are designed to be inclusive and meet the changing needs of different people of all ages and abilities can support vibrant communities**

**A mix of uses should be considered early on, to plan for how to best site and integrate local facilities for the benefit of all**

## 8. Uses

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Sustainable places include a mix of uses that support everyday activities, including to live, work and play. Well-designed neighbourhoods need to include an integrated mix of tenures and housing types that reflect local housing need and market demand. They are designed to be inclusive and to meet the changing needs of people of different ages and abilities. New development reinforces existing places by enhancing local transport, facilities and community services and maximising their potential use.

### The National Design Guide

References U1, U2 and U3 provide further information on what is expected at a national level.



Mixed use scheme, integrating new flats and a renovated work hub, The Tannery, Holt



Modern, mixed use highstreet, Nansledan, Cornwall, Photo by Olivier Vergnault, Cornwall Live (copyright).

## 8.1 Expectation: Creating an appropriate mix of uses

**8.1.1** Mixed-use development (e.g. accommodation beside or above shops and/or other services such as GPs, nurseries, pharmacies, cafés and small offices or work units) creates an active and vibrant place with an intensity that feels like a centre or destination. This is appropriate and expected within urban locations and larger scale developments.

**8.1.2** It is critical that the proposed uses are identified early in the design process (i.e. at Outline) so that the viability of the scheme is ensured.

**8.1.3** The initial context analysis should inform what uses the site could include, aside from houses and open space.

**8.1.4** A transport assessment and public engagement must inform the designed access to existing local services and facilities and identify needs and opportunities.

**8.1.5** Where a few or more non-residential uses are grouped together this may be referred to as a 'local centre'. Local centres should be designed with their built form integral to the wider street and block pattern, similar to how traditional high streets function with some on street parking.

**8.1.6** It is expected that local centres will include continuous built frontages, provide accommodation above ground floor and provide wider footpaths promenades for access, seating, cycle parking and landscaping etc. Where unavoidable, any car parks should be limited in size and located to the side or the rear so as not to detract from the character of the street or physically separate the entrances from the passing footpath network.

**8.1.7** Where necessary, built form and buildings should be futureproofed to allow flexible uses, e.g. increased ground

floor ceiling heights and open plans for commercial or business uses, or generous pedestrian public realm to allow for café spill out areas or servicing. It should also be practical to re-convert these spaces into residential if needed.

**8.1.8** School pitches and leisure provision should be designed to provide shared facilities for communities to use.

**8.1.9** Sports hubs and changing facilities should be designed to be multi-use, combined with community meeting or café facilities to provide day to day presence in the community and casual security for pitches and facilities.

**8.1.10** We encourage the application of the 20 minute neighbourhood idea to villages and rural areas too, as per guidance produced by the [Town and Country Planning Association](#).

## 8.2 Expectation: Creating a mix of home tenures, types and sizes

**8.2.1** The planning layout's design must have regard to available evidence of the housing needs and demonstrate this regard at the early stages of the design concept by indicating use, mix and amount.

**8.2.2** For Outline Applications, an indicative affordable and market housing mix should be agreed and used to objectively estimate site capacity, even if the precise mix shall be a 'reserved matter'.

**8.2.3** Larger scale developments should make provision for and promote a variety of development models, such as community-led development, self-build and custom-build. This supports a diversity of delivery by small as well as large developers. This range of delivery models helps to deliver settlements that reflect the wide needs of the community and can provide homes that are best suited to them.



Supported living, within walking distance of town centres, Waterford Place, Chippenham

## 8.3 Expectation: Creating socially inclusive places

**8.3.1** When incorporating different tenures, they must be well-integrated and designed to equal standards of high-quality, in order to create tenure-neutral homes and spaces, without discrimination to any group of residents. This includes distributing affordable homes across the site in small clusters and designing their architecture, their plot and their streets to all be tenure blind.

**8.3.2** Large developments such as urban extensions should consider including a community building which is accessible from the outset. Any temporary arrangement should make a default provision for the community use to become permanent if required.

# 9.0

## Homes and buildings

**Well-designed homes and buildings are functional, accessible and sustainable.**

**They provide internal environments and associated external spaces that support the health and wellbeing of their users and all who experience them.**



## 9. Homes and buildings

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Homes and communal areas within buildings must provide a good standard and quality of internal space. This includes room sizes, floor-to-ceiling heights, internal and external storage, sunlight, daylight and ventilation and air quality as well as sound, intrusive artificial light and odour levels. The quality of internal space needs careful consideration in higher density developments (e.g. apartments), particularly for family accommodation, where access, privacy and external amenity space are also important.

**The National Design Guide** References H1, H2 and H3 provide further information on what is expected at a national level.



Newland Place, Trowbridge

## 9.1 **Expectation: Healthy, comfortable and safe internal and external environment**

9.1.1 All homes must comply with nationally described internal space standard, including the minimum dimensions for bedrooms and built-in storage. [Technical housing standards nationally described space standard](#)

9.1.2 Applicants are encouraged to provide additional built in storage space for the ancillary features of new technologies such as inverters, battery storage and water tanks.

9.1.3 All planning drawings for residential property must show the floor areas and dimensions of all rooms. Any habitable room that is not intended to be used for sitting, eating or cooking is deemed to be a bedroom unless its floor area is below 7.5m<sup>2</sup> and/or it doesn't meet the minimum width requirement.

9.1.4 Indicative, realistic furniture layouts should be included on domestic room plans to demonstrate that rooms are adequately sized/shaped, without conflicts between furniture and windows, radiators or doors etc.) and also to ensure that the external appearance of the fenestration also considers internal functions.

9.1.5 There must be readily accessible internal storage for day-to-day needs, including cupboards for storage for household cleaning items, spare towels and sheets etc and space to store everyday coats, shoes and bags etc. downstairs (e.g. porch, cloakroom, under stairs cupboard and/ or generous hallway – plus utility space). Where garages are provided, they must allow for the parking of a family sized car and storage space, potentially for multiple bicycles too.

9.1.6 Where there is any doubt as to how indicative designs or planning drawings might comply with Building Regulations, the matter should be raised and addressed as soon as possible, to avoid needless changes or problems later. **(See also 11.2 Expectation: Adaptable to changing needs and evolving technologies)**

9.1.7 All new development should meet 'Secured by Design' standards. There may be some guidance which conflicts with other design goals and these should be acknowledged and resolved on a case-by-case basis.

9.1.8 Apartments should in general be dual aspect. Single aspect apartments, where agreed by the council, should not face north and should demonstrate interventions to avoid overheating and assist with ventilation.

**9.1.9** Hallways and bathrooms should receive natural light via windows or glazed panels where possible. These should use obscured glazing if there are privacy concerns.

**9.1.10** In apartments, communal access corridors and stairways should receive plenty of natural light via windows and glazed front doors.

**9.1.11** In principal rooms (including bedrooms), sill levels of windows should be set low enough to allow a view out from sitting height.

**9.1.12** If residential façades are facing each other across a short distance, e.g. either side of a rural lane or an urban courtyard, the placement of windows should be designed to reduce direct sightlines between windows.

**9.1.13** The principles of good acoustic design within [Professional Practice Guidance on Planning & Noise](#) should be followed to ensure that suitable internal and external noise levels can be achieved. Noise levels within internal habitable rooms (bedrooms and living rooms) should be assessed where windows are open for ventilation. Commercial and industrial noise must be assessed in accordance with BS4142:2014+A1:2019.



## 9.2 Expectation: Private Amenity Space

**9.2.1** All dwellings should be provided with private open space in the form of a garden, terrace balcony or winter garden. (A winter garden is understood to be similar to a balcony though generally recessed so as to be enclosed and sheltered by the building. Alternatively it is an enclosed space on a roof terrace.) The Building Research Establishment (BRE) document 'Site Layout Planning for Daylight and Sunlight: A Guide to Good Practice' (2011) provides more objective guidance on the matter.

**9.2.2** Going forward, minimum garden areas for all houses should be equivalent to the footprint of the house or 50sqm, whichever is greater, and;

- In general, a north facing garden for a typical 2 storey house should be minimum of 12m long or up to 15m long for a typical 3 storey house

- In general, a south, east or west facing garden should be a minimum of 10m deep.



St Georges Works, Trowbridge



Assisted Living, Evergreen Court, Amesbury. Photo by Paul Bullivant (copyright).

- The rationale for the above dimensions is a separate matter to back-to-back privacy (see Built Form 4.0). However, they do inter-relate and so a 'cookie-cutter' layout of identical gardens which has no regard for orientation is unlikely to resolve both matters.

**9.2.3** Generally, designers should create usable rectangular garden shapes.

**9.2.4** Where new development is proposed adjacent to and overlooking an existing private amenity space, the traditional back-to-back separation of minimum 21m should be respected.

**9.2.5** Balconies (ideally with a southern aspect) should be provided for new homes without private gardens. See table for dimensions; the aim is to provide space sufficient for a meal around a small table.

**9.2.6** Balconies should be provided for new homes without private gardens (except where these may directly overlook existing windows or a private amenity space.) This can be achieved using glass enhancements, screens or by stepping back the façade. Where balconies overlook noise sources, parapets and/or absorbent soffit materials should be considered for acoustic benefits. Balconies should also have solid floors draining to downpipes.

**9.2.7** For apartment blocks (with over 4 no. homes) communal residents' gardens should also be provided based on a minimum area of 10m<sup>2</sup> per apartment. They must be appropriately enclosed and should contain seating and picnic areas that receive sunshine during at least part of the day. Unusable strips of space between car parks or roads and buildings will not be counted as part of the communal garden provision.

**9.2.8** For apartments the requirement for a communal residents' garden may be foregone if it can be demonstrated that there is access to local open space within 480m, as per Fields in Trust guidance.

Minimum standards expected table. Site specific constraints will also need to be factored in

Type of Private Amenity Space	Apartments	1 storey houses	2 storey houses	3 storey houses
Minimum rear garden area	Not applicable	Equal footprint of dwelling or 50sqm, whichever is larger	Equal footprint of dwelling or 50sqm, whichever is larger	Equal footprint of dwelling or 50sqm, whichever is larger
Minimum length of garden	Not applicable	9m if north facing, 5m otherwise	12m if north facing, 10m otherwise	15m if north facing, 10m otherwise
Minimum balcony/terrace area	5sqm for 2 people + 1sqm per additional occupant	Not applicable	Not applicable	Not applicable
Private communal space, where no public open space within 480m	10sqm per apartment	Not applicable	Not applicable	Not applicable

## 9.3 **Expectation:** Positive interface between private amenity space and public spaces

9.3.1 The design of private amenity spaces should respond to a modern household's requirements, whilst respecting or enhancing the character of the local area, e.g. enclosing external amenity spaces with decorative boundaries in locally characteristic materials (see also sections **Context**, **Identity and Public spaces**).

9.3.2 A defensible, personalisable area, at least 1m deep, should generally be provided between most private buildings and any public space (unless the character analysis justifies a build line along the 'back edge' of the pavement). This private space should be vertically delineated using boundary or planting detail which is of a character appropriate to the street. Ground floor apartments can equally utilise front garden terraces.



Side gables include large windows to habitable rooms. Boundary walls include perforated brickwork. The Tannery, Holt.



Low stone wall provides a short defensible space, Hares Chase, Cricklade.

**9.3.3** Where more security is justified, 'defensive planting' (robust sharp plant species) on public boundaries is recommended for deterring unauthorised public access.

**9.3.4** Ensure planting beds between the foundations of the building and a footway/ highway are a minimum of 750-1000mm wide (beds with trees will need to be wider still) to provide enough room for adequate amounts of topsoil to allow plants to grow.

**9.3.5** Deeper front gardens can be appropriate for establishing a distinctive set-back from particularly busy streets or footways, as is characteristic in many neighbourhoods.

**9.3.6** The interface between a private rear plot boundary and an adjacent public or shared space (including highways, public open space (POS) and parking courts) should generally use robust masonry walls or decorative metal/ timber railings, as opposed to close board, feather board or wooden panel fencing. Where secure access prevention is not required (e.g. a front garden) vertical planting may be considered. The degree of inter-visibility through the boundary which occupants may desire and wider benefits of creating natural surveillance of the public or shared space must also be accounted for.

**9.3.7** Between private rear gardens, boundaries should provide adequate visual privacy, plot security and some noise attenuation, generally by using a 1.8m close board timber fence.

**9.3.8** Any parking close to a habitable window should be allocated to the resident of that home, in order to minimise noise disturbance.

**9.3.9** Designs should allow residents the opportunity to access their gardens without having to walk through their home, or over a neighbour's path or doorstep, especially when transporting bins or cycles.

# 10.0

## Resources

Thinking big - aiming for zero.

**Aiming for 'net zero' is a challenge that Wiltshire Council has embraced; how built development is delivered contributes to this and should be considered through the design process.**

**Of key importance to consider for new development is movement, new buildings and provision of energy.**



## 10. Resources

The UK has adopted the target of 'net zero' by 2050. The term net zero means achieving a balance between the carbon emitted into the atmosphere and the carbon removed from it.

How the built environment in Wiltshire is planned and designed is fundamental to the Council's part in meeting this target.

In this context, Wiltshire Council expects that well-designed places;

- are compact, walkable neighbourhoods with a mix of uses and facilities and good access to public transport and formalised cycle routes
- have a layout, form and mix of uses that reduces their resource requirement, including for land, energy and water

- help adaptation by increasing the ability for CO<sub>2</sub> absorption, sustaining natural ecosystems, minimising flood risk and the potential impact of flooding and reducing overheating and air pollution
- are fit for purpose and adaptable over time, reducing the need for redevelopment and unnecessary waste
- use materials and adopt technologies to minimise their environmental impact

### **The National Design Guide**

References R1, R2 and R3 provide further information on what is expected at a national level.



Owner-installed solar panels on south facing roof of new housing, Sandridge Place, Melksham



Sedum roof on Waitrose supermarket, Bagshot. Photo by Bauder UK (copyright).

## 10.1 Expectation: Help Deliver Wiltshire's Climate Strategy

10.1.1 Wiltshire Council has adopted a Climate Strategy: [Wiltshire Council Climate Strategy 2022](#) The strategy is structured around seven delivery themes. The way in which land is developed and used will impact all the themes, but the three which are of most relevance for this design guide are:

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- Transport
- Built environment
- Energy

10.1.2 As a rural county, the largest carbon emitter is transport. Therefore, the design of new developments must take all opportunities to lessen reliance on private cars by making alternative options feasible and appealing, especially for short local trips - See the Movement section for more guidance.

10.1.3 The strategy states that "New buildings need to be net zero carbon as soon as possible, using less energy

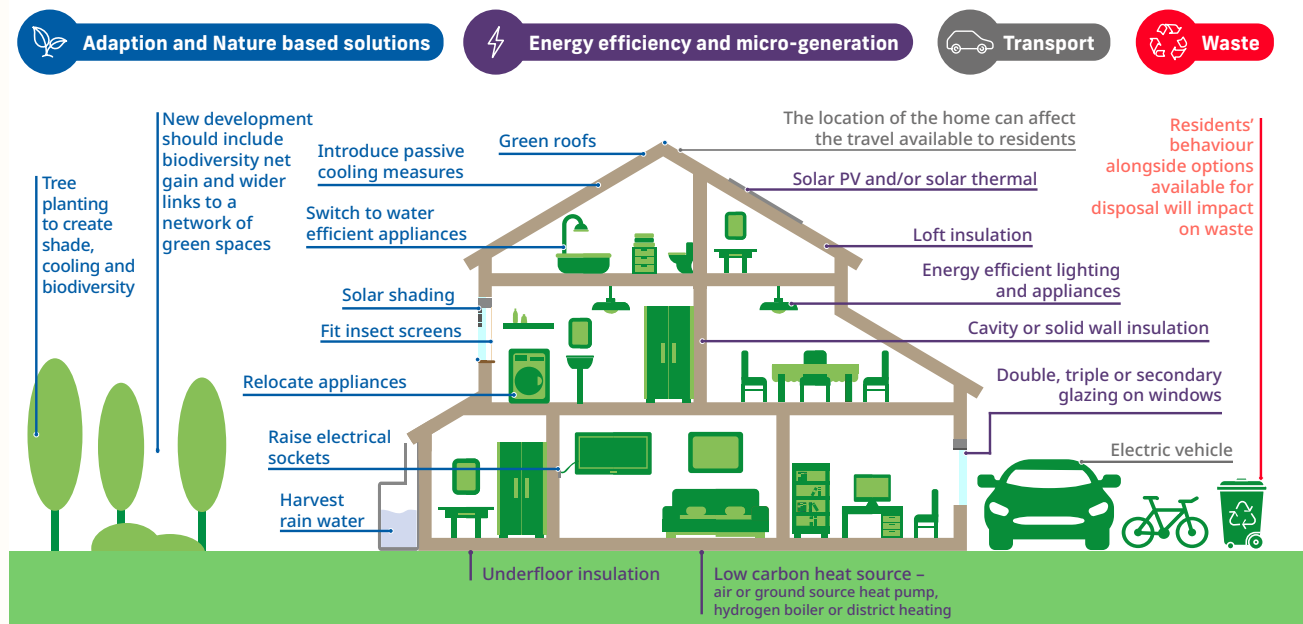


Image from Wiltshire Council Climate Strategy 2022

and running on low carbon sources of electricity and heat. Existing buildings need to be retrofitted along the same principles. All buildings also need to be able to cope with the impacts of climate change." To ensure new development

is built to net zero carbon standards as soon as possible, Wiltshire Council expects applicants of new developments to address the following 4 key objectives within their architecture and urban design:

## 1. Energy Efficiency and micro-generation

- Incorporate low carbon heat sources such as heat pumps and solar thermal
- Use enhanced specification of windows and glazing, (i.e. triple glazing) and have regard for solar orientation when designing fenestration
- Use increased standards of wall insulation
- Include underfloor insulation
- Provide low carbon electricity generation, such as photovoltaics
- Futureproof space for battery storage
- Explore opportunities for district heating

## 2. Transport

- Create the infrastructure for increased walking, cycling, shared and public transport
- Achieve high quality public transport and transport hubs that offer a pleasant and convenient way to get around and seamless combined journeys

- Locate homes close to facilities and make spatial provision for facilities which may be viable in future.
- Provide ultra-low emission vehicles (ULEV) charging points
- Prioritise convenient storage and access for multiple bicycles over the convenience of parking for multiple private cars

## 3. Waste and Recycling

Ensure that there is ample space, suitably located for waste and recycling storage and that collection is convenient and free of conflict (i.e. bins must not obstruct footpaths or shared driveways)

## 4. Adaption and Nature Based Solutions

- Plant trees abundantly to create shade, cooling and enhance biodiversity
- Link new green spaces via a green infrastructure (GI) network (i.e. avoid 'islands' of green space)
- Provide rainwater harvesting for any building or space with water needs

- Provide raised electrical sockets where there is any risk of flooding
- Include solar shading and fly screens to fenestration
- Integrate passive cooling measures
- Integrate green roofs

All the above guidance in section 10.1 is based on 'outcomes' and so can be equally applied to retrofit design and renovations, as well as new-build.

The Council wishes to encourage innovation and creativity in finding sustainable construction 'outcomes'. Applicants are encouraged to submit a sustainable construction checklist to support how their proposal would result in sustainable outcomes.

## 10.2 Expectation: Follow the energy hierarchy

**10.2.1** Applicants and assessors must have regard to the principles of the Energy Hierarchy:

1st - Reduce the need for energy

2nd - Improve the energy efficiency

3rd - Maximise use of renewable energy

**10.2.2** Ensure that layouts incorporate the design principles in the Built Form and Movement Sections of this Guide to help encourage people to travel by foot or bicycle for short trips and (where possible) bus or rail for longer trips, thus reducing energy needs for all trips.

**10.2.3** Consider the block layout and road layout carefully as this will largely dictate the arrangement of buildings on a new development, with east-west alignment generally enabling the optimal orientation of elevations for passive

solar gain. However, this is not always possible and variations of up to 30° can be accommodated whilst still benefiting from passive solar gains. On north-south roads, detached units could provide greater flexibility for maximizing solar gain.

**10.2.4** Standardised architectural designs should not be mechanically plotted across a site without accounting for the orientation of the plot. Solar gain will vary depending on the amount of glazing on each façade, whilst the amount of solar gain which is comfortable will vary depending on the function of the room. The orientation of roofs should also account for the plots orientation so that solar photovoltaics (PV) can better exploit the sun's path, e.g. on north-south roads, gable fronted-units could provide greater flexibility for maximizing PV.

**10.2.5** [Building Regulations part O](#) includes guidance on the need to

carefully balance excessive solar gains from windows with the needs of natural light. For example, within Wiltshire, the maximum area of glazing in a given room varies from 11% to 37% depending on the façade orientation, type of room and opportunity for cross ventilation. This will impact the external design of façade, the internal design of deep, open-plan kitchen living rooms and limit the practice of deploying the same standard house types in any location within a site.

**10.2.6** Where possible, every room within a building should have a window for natural ventilation, including bathrooms and hallways where these are adjacent to external walls. It may be necessary to include external shading such as louvres or shutters, to limit direct solar gain, as well as tree planting. External shading is preferable to mechanical cooling as it reduces the need for cooling in the first place.

### 10.3 Expectation: Careful selection of materials and construction techniques

**10.2.7** It is understood that the reductions in crime associated with developments built to 'Secure by Design' standards also reduce carbon emissions. For example burglary has been calculated to produce 1t CO<sub>2</sub>-eq per incident ([Secured by design](#)). Given that 'Secure by Design' has been shown to reduce crime by up to 75% on new builds, this can therefore contribute to the council's target of Net Zero.

**10.2.8** On architectural drawings, specify the area of glazing as a percentage of the total floor area.

**10.3.1** A 'fabric first' approach to reducing the energy requirements of the building is a primary requirement for minimizing energy demand for heating and cooling.

**10.3.2** Where appropriate (i.e. considering the character of the area) choose materials with lower embodied carbon.

**10.3.3** Where possible, use locally sourced materials. Natural stone is readily available in Wiltshire and its use enhances local distinctiveness.

**10.3.4** Innovative and recycled materials which make a positive contribution to the character of the architecture and the public realm are encouraged.

**10.3.5** Alongside consideration of the appropriateness of the character of the material it is also important to demonstrate the whole-life carbon footprint of selected materials so an informed decision can be taken on appropriate material specification.

### 10.4 Expectation: Maximise resilience

**10.4.1** Design buildings to make the most of passive design strategies to minimise overheating and achieve internal comfort. See "**Outcome 10.1 Follow the energy hierarchy**" above.

**10.4.2** Increasing extremes of temperature are a potential risk, with increasingly warm summers. Therefore designs must plan more for shade and shelter, for example, on and around the façades of buildings (including deeper window recesses on south facing elevations), at seating in public open spaces and at bus stops (too often these have no shelters). More trees, strategically located, is one obvious option for creating shade. Specifying deciduous species will ensure people can still benefit from the sun's warmth in winter.

**10.4.3** One of the main local environmental conditions of concern in Wiltshire is flooding – Climate adaption within the built environment must address this. See also **Nature** Section.

# 11.0

## Lifespan & Legacy

Our forever home?

Places are not just for the here and now; design needs to consider change and adaptation. The aim should be for residents to feel a sense of ownership and pride and live in places that are well-managed and maintained.

## 11. Lifespan & Legacy

Well-designed places sustain their beauty over the long term. They add to the quality of life of their users and as a result, people are more likely to care for them over their lifespan. They have an emphasis on quality and simplicity.

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### **The National Design Guide**

References L1, L2 and L3 provide further information on what is expected at a national level.



Historic built environment, shaped around multi-purpose open space, still appreciated today



Contemporary built environment, also shaped around multi-purpose open space, will be appreciated long into the future

## 11.1 Expectation: Well-managed and maintained

**11.1.1** It is recommended that applicants have drafted their own property conveyance plans for private and shared land before submitting final detailed drawings, so that potential conflicts are resolved before permissions are granted.

**11.1.2** Applicants should discuss opportunities for community management with Town and Parish councils and offer up for adoption any new public open space (POS) and play areas, so as not to convey their maintenance costs to new homeowners alone, especially if they are to be accessible by the wider population. (Further guidance available from Town and Country Planning Association [Lessons in long term stewardship](#))

**11.1.3** Throughout the edges of the public realm of new developments, boundaries and enclosures will often be maintained by residents themselves. It is expected that these are detailed and constructed to be attractive and robust in the first instance, so that they do not require early or costly maintenance or fall into a state of disrepair which diminishes the character of the place. (See Homes and Buildings also.)

**11.1.4** Wiltshire's Registered Providers of affordable housing may have some additional design expectations related to the management and maintenance of Affordable Homes (though the Council's expectations for tenure blind design (Section 8.3) will still apply. For example, since 2 bed dwellings for social rent are invariably offered only to parents with children, there is rarely any need for this tenure's mix to include 2 bed flats, i.e. apartment buildings and maisonettes are expected to comprise only 1 bed

dwellings above the ground floor. Any flats over garages (FOGs) in the development should be proposed for the open market only.

**11.1.5** When planting trees, adequate ground preparation and planting systems must be used to ensure successful establishment and to allow the tree to grow with vigour appropriate to the species and situation. Tree pit design must allow for sufficient uncompacted rooting volume for the mature size of the chosen species of tree, with the correct provision of nutrients, water and oxygen. Tree planting systems should be to BS8545.

**11.1.6** Topsoil should meet with the standards of BS 3882, with anything imported tested to the levels within this. All imported material should be clean and of a suitable composition to match the conditions best for the planting.



## 11.2 Expectation: Adaptable to changing needs and evolving technologies

**11.2.1** Private property, such as homes and gardens, should be designed to be flexible to adapt to the changing needs of their users over time. This includes changes in the health and mobility of the user, as well as potential changes in lifestyle due to developing technologies, such as use of electric vehicles, remote working and general changes to the way in which people live. In the first instance this means providing adequate space and simple access arrangements.

**11.2.2** Evidence shows Wiltshire to be experiencing, on average, an aging population. This will clearly impact on the future requirements for the size of homes and for homes to be adaptable. Therefore all new homes are encouraged to meet Building Regulations part M4(2) standards, especially smaller 1 or 2 person homes, to ensure they are easily adaptable to changing needs within a household and to generally improve the options within new housing stock for those who will wish to downsize.

## 11.3 Expectation: A sense of ownership

**11.3.1** Engage local communities in what they want to see on the undeveloped parts of new sites, i.e. what sort of play areas, or recreational areas for adults such as trim-trails or allotments, or other unexpected things such as outdoor table tennis, chess or boules.

**11.3.2** Community Engagement exercises should consider how to include 'hard-to-reach' groups and those not routinely involved in the planning system. User-friendly online presentations of plans, viewable on smartphones as well as computers are essential, along with easy options for people to leave feedback and contribute.

**11.3.3** Involve the local community in the naming of new street names.

**11.3.4** Consider providing part of the land for other types of community development, e.g. co-housing, self-build or

community designed areas. As part of the context analysis, reference can easily be made to the Wiltshire Self-Build register to see what local demand for serviced sites is.

**11.3.5** Engage the council's arts officer early on to discuss the public art strategy.

**11.3.6** On larger urban extensions, set up community hubs or buildings from the outset and utilise the new community to evaluate the development as it progresses and to improve the detailed design of future phases.

**11.3.7** Contracts for ongoing management and maintenance include the ability for local residents to get involved in the way that their green spaces are managed, including (where the contract has been awarded to a third party) the right to take over the contract at defined intervals (Community Step in Rights).

**11.3.8** Post-occupation surveys should be undertaken to inform necessary amendments and future phases and schemes. Any applicant that has repeat work in Wiltshire should do this.

# Appendices

## Appendix A – Neighbourhood Planning

Neighbourhood planning was introduced in the Localism Act <sup>2011</sup>. It is an important and powerful tool that gives communities statutory powers to shape how their communities develop. It's written by the local community, the people who know and love the area, to ensure the community gets the right types of development, in the right place.

- Neighbourhood Plans can include an extra tier of design guidance. They can be used to convey guidance on matters not specifically addressed in the National Design Guide, or this Wiltshire Design Guide. Communities often know which parts of their area are popular and work well. The level of detail and degree of prescription should be tailored to their geographic coverage and the circumstances and scale of change anticipated in each place.
- They can be more prescriptive, for example, setting quantifiable parameters for the specific appearance of new homes, streets and landscaping or the character and function of any public open spaces. But they should still allow a suitable degree of variety to ensure they are practicable.
- They can be especially helpful in drawing attention swiftly to any exceptional local circumstances, or unexpected priorities which should be accounted for by anyone planning and design for change in the area especially if this differs from what 'industry standard', e.g. the function of open space, delivery of 'street trees', built forms, building materials etc.
- In essence, Neighbourhood Plans can provide settlement-specific and site-specific guidance on the desirability of maintaining an area's prevailing character and setting versus promoting regeneration or change.
- A Neighbourhood Plan attains the same legal status as a Local Plan (and other documents that form part of the statutory development plan).
- A Neighbourhood Plan shall be the mechanism by which local preferences and priorities are factored into decision making. A made Neighbourhood Plan carries 'full weight' in decision making and so too will any local design guidance linked to a design policy within it.
- Wiltshire Council have produced ['Guidance for Neighbourhood Planning within Wiltshire – Integrating High Quality Design'](#) which is intended to help communities produce their own guidance in accordance with this Wiltshire Design Guide.
- Design Codes (and or guides) can be prepared as part of Neighbourhood Plans or for specific sites. Whoever prepares them, all codes should be based on effective community engagement and reflect local aspirations for the development of their area. Landowners and developers may contribute to these exercises.

## Appendix B - Requirement for a Design & Access Statement

Application Type	DAS required for Validation* *this may change - please refer to <a href="https://www.wiltshire.gov.uk/planning-submit-planning-application">https://www.wiltshire.gov.uk/planning-submit-planning-application</a>	DAS recommended to support design evaluation
Advert Consent	No	No
Removal or Variation of a Condition	No	Yes - Where the proposed changes reflect a change in the design (and where a design statement has previously been submitted for the development) then a brief design statement which illustratively compares approved plans with proposed plans is recommended
Certificate of Lawfulness for Existing	No	No
Certificate of Lawfulness for Proposed	No	No
Full Planning & Advertisements	Yes - Any major development (10 houses or 1000 or more square metres of floorspace) anywhere in Wiltshire.  In Conservation Areas and the Avebury/Stonehenge World Heritage Site only, any new residential development; or non residential buildings where the floorspace is 100 square metres or more	Not applicable

Application Type	DAS required for Validation	DAS recommended to support design evaluation
Full Planning & Listed Building Consent	Yes - All applications. DAS should also include a Statement of Heritage Significance	Not Applicable
Full Planning	<p>Yes - Any major development (10 houses or 1000 or more square metres of floorspace) anywhere in Wiltshire.</p> <p>In Conservation Areas and the Avebury/Stonehenge World Heritage Site only, any new residential development; or non residential buildings where the floorspace is 100 square metres or more</p>	Yes - For any isolated home in rural areas, a comprehensive DAS will be expected in order to demonstrate compliance with the National Planning Policy Framework (2021) (currently paragraph 80)
Householder & Listed Building	Yes - All applications	Not Applicable
Householder	No	No
Listed Building Consent	Yes - All applications. DAS should also include a Statement of Heritage Significance	Not Applicable

Application Type	DAS required for Validation	DAS recommended to support design evaluation
Outline	<p>Yes - Any major development (10 houses or 1000 or more square metres of floorspace) anywhere in Wiltshire.</p> <p>In Conservation Areas and the Avebury/Stonehenge World Heritage Site only, any new residential development; or non residential buildings where the floorspace is 100 square metres or more</p>	Not Applicable
VAR (variation)	No	<p>Yes - Where the proposed changes reflect a change in the design (and where a design statement has previously been submitted for the development) then a brief design statement which illustratively compares approved plans with proposed plans is recommended</p>
Reserved Matters	No	<p>Yes – A Design Statement or Design Compliance Statement is recommended, summarising how the design of the reserved matters complies with design principles and concepts which have been approved in the corresponding Outline permission</p>

## Appendix C - Recommended design information

Seeking pre-application advice is recommended for all applications which are for a single dwelling or more, or non-householder development. Pre-application advice can help applicants understand how planning policies and other requirements affect their proposals and, if draft proposals are submitted, enable an assessment of whether there seems a reasonable chance of getting permission. The level of preparation required depends on what is proposed, but for major applications a draft DAS is recommended.

The next pages contain tables setting out information required.

Information required to enable effective urban design assessment	Description of information expected and reason	When to submit Pre-app	When to submit Outline	When to submit REM	When to submit Full
Local Context Assessment	Local Context Assessment including Neighbourhood Transport Plan and maps showing what schools, bus stops facilities, play areas and amenities are in the wider area and the streets, cycle paths and footways that connect the site with them, as well as the local Green and Blue infrastructure framework which could be used or enhanced.	Yes	Yes	Yes	Yes
Urban Design and architectural context analysis	Brief urban design and architectural context analysis, showing the relevance of the context and distinctive design characteristics within the area and, if relevant, that of exemplar practice elsewhere that has influenced the concept.	Yes	Yes	Yes	Yes
Urban Design Constraints and Opportunities Plan	Urban Design Constraints and Opportunities Plan – as much as possible that could be deemed to influence the design should be captured on this, i.e. topography, site boundaries, rights of ways, views in and out, ecology and landscaping, flood mapping, utilities, etc.	Yes	Yes	Yes	Yes
Urban Design and Landscape Concept Plan	This should be initial step in the design evolution - a simple sketch that highlights and communicates the basic vision for the new place. Drawings should have adequate detail (visually and in words) but should generally not appear fully resolved detailed designs.	No	Yes	Yes	Yes



Information required to enable effective urban design assessment	Description of information expected and reason	When to submit	When to submit	When to submit	When to submit
		Pre-app	Outline	REM	Full
Illustrative Masterplan	There is no formal description of a masterplan and every design team will have their own individual approach, but in general it is the overarching illustrated spatial layout, which is used to structure land use and development and is necessary to visualise the proposals in 2D and will include, for example, active frontages, walking/cycling routes, nodes and any notable landmarks	No	Yes	Yes	Yes
Sketch Layout	Indicative site layout is used to demonstrate site capacity in accordance with design principles. The sketch layout should show a realistic mix, dwelling sizes, parking, gardens and plot numbers. (It is not expected that reserved matters planning layouts replicate outline sketch layouts.)	Yes	Yes	No	No
Site Layout / Planning Layout	Site layout showing detailed design of the whole application site, generally at 1:500 scale and appropriately annotated	No	No	Yes	Yes
Movement Parameter Plan	Movement Parameter Plan - showing convenient, legible (and continuous where appropriate) networks for all modes relating to block structure and development scale.	Yes	Yes	No	Yes
Density Scale and Massing Parameter Plan	Density Scale and Massing Parameter Plan - avoid generic principles of low-density edge and high-density core. The density should respond to urban design strategy that is more nuanced and considers the wider context and opportunities, focusing density on public transport routes, community facilities and public realm spaces that benefit from being more vibrant.	No	Yes	No	Yes

Information required to enable effective urban design assessment	Description of information expected and reason	When to submit Pre-app	When to submit Outline	When to submit REM	When to submit Full
Open Space / GI & BI Parameter Plan	Open Space / GI & BI Parameter Plan – distinguishing the different types of open space, i.e. SuDS, retained landscape, accessible POS, Local Equipped Areas for Play (LEAPs), Teen Shelters, allotments, formal recreation areas, inaccessible wildlife zones etc.	No	Yes	No	Yes
Design Rationale and Evolution	Design Evolution – evidence showing rationale and drafts of any other options explored.	No	Yes	Yes	Yes
Design Compliance Statement	Design Compliance Statement - summarising how the vision of the REM concept related to that of the OUTLINE.	No	No	Yes	No
Statement of Community Involvement	Statement of Community Involvement - showing how local opinions have been analysed and the design has responded to these.	No	Yes	Yes	Yes
Housing Mix Data	Tables / pie charts showing the proportions of household sizes used to generate the final or indicative market and affordable mixes and overall Amount and net density in dwellings per hectare	Maybe	Yes	Yes	Yes
Affordable Housing Layout Plan	A version of the site layout highlighting the location of all affordable accommodation and associated parking and private amenity space. Its purpose is to clearly show the distribution of the different tenures and demonstrate that a tenure-blind approach to the site's design has been followed.	Maybe	Yes	No	Yes

Information required to enable effective urban design assessment	Description of information expected and reason	When to submit Pre-app	When to submit Outline	When to submit REM	When to submit Full
Materials Plan	Materials Layout Plan with annotation to explain concept of distribution and what would make the scheme distinctive.	No	No	Yes	Yes
Building Plans and Elevation Drawings	Building Elevations with annotation describing appearance of all items on façades. Photo samples of the main facing materials should be submitted, otherwise a swatch. Local planning authority will generally condition for a sample panel to be erected to verify appearance of the actual material onsite. For historic buildings and/or buildings within a Conservation Area an annotated vertical 'strip section' through the roof and outside wall will be required to identify the profile of fascia/eaves, sills and string courses to establish these are respectfully expressed.	No	No	Yes	Yes
Boundaries Plan	Boundaries Plan (colour coded) and Boundaries Details Sheets (elevations + sections). Include any boundaries related to changes in levels. Can be part of External Works Plan with other hard landscape details if it is easy to read. Indicate locations of ecological features such as 'hedgehog highways'.	No	No	Yes	Yes
Site Sections	Site Sections accounting for critical topography or adjacent development	No	Yes	Yes	Yes
Street Scenes	Street Scenes of key routes and spaces	No	No	Yes	Yes

Information required to enable effective urban design assessment	Description of information expected and reason	When to submit Pre-app	When to submit Outline	When to submit REM	When to submit Full
GI and BI detailing	The DAS should indicate what facilities would be provided to support the function of open spaces, such as paths, seats, lighting, bins, picnic tables, bike parking, natural play. (NDG para 93). All these features have upfront costs which affect viability and so a benchmark of quantity and quality is important to indicate at Outline.	No	No	Yes	Yes
Landscape Plan	Landscape Plan detailing to include details of root protection barriers and appropriate street furniture strategy for within the public realm and POS. Provisions and details of LEAPs, Teen Shelters also expected. Additional section details of root protection barriers, any cellular structures required to prevent soil compaction.	No	No	Yes	Yes
Isometric sketches and 3D models	Some isometric sketches/models of the development, annotated to demonstrate how any special/unusual elements/areas have been created to enhance the distinctiveness or sense of place.	No	Yes	Yes	Yes
Bin Storage and Collection Strategy Plan.	Bin Storage and Collection Strategy Plan. Terraced housing in particular should be demonstrated to function well.	No	No	Yes	Yes
Engineering Plan	Engineering Plan showing all levels (showing level thresholds), numbers of steps, retaining wall heights or tanking, etc	No	No	Yes	Yes
Drainage Plan	Indicative plot drainage plan showing any street tree planting and root barriers to demonstrate no conflicts	No	No	Yes	Yes

Information required to enable effective urban design assessment	Description of information expected and reason	When to submit	When to submit	When to submit	When to submit
		Pre-app	Outline	REM	Full
Adoptable Highways Plan	Proposed adoptable highways plan and POS management plan if any areas fall outside adoption and private conveyance.	No	No	Yes	Yes
SuDS Plans and Sections	SuDS Plans and Section detailed drawings (including all hard and soft landscaping, e.g. enclosures, headwalls, bridges, pump stations)	No	No	Yes	Yes
Parking and Cycle Parking Plan	Parking Plan, showing even spread of visitor parking and Cycle parking strategy showing details and location of each facility, to ensure adequate space is provided.	No	No	Yes	Yes
Lighting Plan	Indicative lighting plan showing any street tree planting and root barriers to demonstrate no conflicts. Indicative Lighting Plan and strategy for any private drives and courtyards should be included.	No	No	Yes	Yes
Sustainability Strategy	Sustainability Strategy - with a plan annotating how design maximises resilience (see NDG para. 135 -149). 'Standard' house types / roof types may not be adequate and modifications may be required to their form, depending on their position and orientation.	No	Yes	Yes	Yes
Public Art Strategy	Public Art Strategy with evidence of engagement of local artist and arts officer	No	Yes	Yes	Yes

NOTE: During Reserved Matters, where the information has already been submitted at Outline, a Design Compliance Statement may be acceptable as opposed to resubmit the same plans again

# Appendix D – Design Guidance for Householder extensions

**Note: The creation of a dedicated Wiltshire Householder Design guide for extensions, with illustrations is being considered. Also note that Neighbourhood Plans may also include their own Householder Design Guidance. In the interim, the following guidance is recommended.**

**Where applications relate to listed buildings, reference should be made to [Historic England's suite of design guidance](#)**

## Form

- Proposed extensions should normally respect and reflect the form, scale, materials with the original building and area.
- The proposed extensions and alterations should not dominate the existing building: in other words they should be subservient and appear as additions in a 'supporting' role.
- Extensions should not be unduly overbearing or unduly obtrusive to neighbouring properties.
- Where a flat roof is appropriate on a single storey extension the roof should relate to original horizontal elements such as canopies, string courses, or to the line of change between materials, e.g. brick to render or tile hanging. Brick on edge coping is usually more satisfactory than a timber fascia board. The roofline of the extension should generally follow through or be lower than the original.
- If the purpose of the extension is to provide accommodation for a relative, it must not have a separate entrance or staircase. The extension must be internally connected to the rest of the house and must share facilities such as a kitchen.
- Extensions should fit into the general street scene, e.g. considering the character of the architecture, materials, scale, separation and changes in levels along the street.

## Windows

- The design, position and size of windows and doors on the extension should reflect the design, position and size of the ones used in the main house. Windows must not directly overlook neighbouring properties.
- Ideally, any vertical or horizontal emphasis or hierarchy of windows should be followed.
- The design of any dormer windows should reflect the style, proportion materials and shape of the existing house and roof design and only be designed to provide light to existing spaces and not as an opportunity to create an enlarged floor area.

## Details

- External finishes, materials and architectural features will affect how your extension looks. Normally, the brick colour/type and the mortar joints should match those of the existing house. Similarly, the design, proportions and position of joinery details, windows and doors should respect those of the original building.

## Plot

- Detached outbuildings and garages placed in front of houses are not normally acceptable, nor should they exceed 1 storey in general.
- A minimum distance of 6m should be provided between the front of a garage and the adjoining footway, cycleway or road.
- Where possible an existing direct access to a rear garden should be retained.

## Appendix E – Local information on context

### County in general

**Wiltshire’s natural and historic environment:**

[Archives, heritage and conservation](#)

[Biodiversity, landscape and design](#)

[Historic Landscape Characterisation:](#)

[Case Studies](#)

[Wiltshire and Swindon Historic Environment Record](#)

[Wiltshire Farmsteads](#)

**Wiltshire Council’s Visions and Strategies:**

[Climate change](#)

[Business Plan](#)

[Wiltshire’s Joint Health and Wellbeing Strategy](#)

[Wiltshire Local Transport Plan](#)

[Bus Service Improvement Plan](#)

[Wiltshire Playing Pitch Strategy website](#)

**The economy of Wiltshire:**

[Economic Development](#)

[Local Housing Needs](#)

**Wiltshire as a place for people to live and visit:**

[Travel and tourism](#)

### Specific Sites within the administrative boundary of Wiltshire Council

**The Cotswolds AONB design guidance:**

[Position Statements on key issues affecting the AONB](#)

**Cranborne Chase & West Wiltshire Downs AONB design guidance:**

[Cranborne Chase & West Wiltshire Downs AONB](#)

**North Wessex Downs AONB design guidance:** [North Wessex Downs AONB](#)

**Stonehenge, Avebury and associated sites World Heritage Site:**

[Stonehenge and Avebury WHS Management Plan 2015](#)



**Various Neighbourhood Plans  
and Village Design Statements:**

[Neighbourhood Plans in Wiltshire](#)

**Conservation Area Appraisals  
and Management plans:**

[Conservation Area Appraisals and  
Management plans website](#)

**Other**

Reference can be made to the Wiltshire  
Planning Explorer Map, where an  
abundance of spatial planning (GIS)  
information is publicly available:

[Wiltshire Council GIS Maps](#)

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**Wiltshire Council**

	Environmental Select Committee Comment	L&UD response
1	Send to all planning committees as part of the consultation process	This is part of a statutory Consultation process
2	Guidance for listed buildings on solar??	slight amendment made and new reference to English Heritage's Guidance included
3	5.2.3 cycle networks – ensure also covers emerging networks if not one in place	change to: <b>5.2.3 New developments must provide walking and cycling connections within the site and between the site and any existing or emerging network.</b>
4	9.4.8 mention oversize bikes for families	This is regulated by the WC adopted cycle parking standards, but we can make suggestions, i.e. change 5.5.3 to: <b>Details of the locations and dimensioned construction details of storage should be agreed early on and not left to a planning condition, in order to ensure well-designed storage for a range of bike types (including oversized 'family bikes' and cargo bikes) that will encourage cycling.</b>  <b>Change 9.4.8: Cycle storage must be conveniently positioned. A sensitively integrated design must be demonstrated for any storage at the front of terraced buildings. See also 5.5.3.</b>
5	Charge points – ensure # for # of car parking places?	this is now regulated by Building Regulations.
6	Ensure we can address connectivity between development sites	this is covered in 5.1.11: "New movement networks and hierarchies should futureproof for potential development beyond but adjacent to the site boundary, e.g. avoid blocking access points into future development land with private drives and private parking."
7	Invite parish and town councils as consultees as well.	This is part of a statutory Consultation process
8	Portfolio of nationally designed set of housing by developers – will they be included? Answer yes	This is part of a statutory Consultation process
9	How does the document translate into the policy of the council to stop developers riding rough shot through everything. Answer: it is an SPD	By making the guidance SPD it will have weight in planning and at Appeals

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**Wiltshire Council**

**Cabinet**

**2 May 2023**

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**Subject: Procurement of Cleaning Services**

**Cabinet Member: Cllr Ian Blair-Pilling Cabinet Member for Leisure, Libraries, Governance, Facilities Management and Operational Assets**

**Key Decision: Key**

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## **Executive Summary**

The council's contract for cleaning services was awarded in 2016 through an OJEU (Official Journal of the European Union), procurement procedure. Contract start date 1 December 2016, expiring 30 November 2023.

The intention is to use the Find a Tender Service (FTS) procurement procedure to procure cleaning services from 1<sup>st</sup> December 2023.

It is anticipated the cleaning contract will exceed £4m (including any optional extension periods) and will therefore require Cabinet approval.

The council has considered a range of options. These are

- Do nothing
- Stop providing a cleaning service
- Bring service 'in house'
- Use national procurement frameworks ESPO (Eastern Shires Purchasing Organisation) or CCS (Crown Commercial Service)
- Use the FTS procurement procedures.

## **Proposal**

That Cabinet

Approves the use of the Find a Tender Service procurement for the re-tendering of cleaning services, with a new contract starting 1 December 2023 with a contract term for 5 years, with the option to extend by two further one-year periods and delegates authority to enter into contracts, following the procurement and tender evaluation process, to the Corporate Director for Resources in consultation with the Cabinet Member for Leisure, Libraries, Governance, Facilities Management and Operational Assets, to take all necessary steps.

**Reason for Proposals**

- Existing cleaning contract is due to expire 30 November 2023 and cannot be extended further; with all extension options exhausted by this time.
- Procuring independently through the FTS process is considered the most cost effective and flexible approach, and the best option for delivering the most competitive outcome for this service.
- It is anticipated the cleaning contract will exceed £4m, including any optional extension periods.

**Terence Herbert**  
**Chief Executive**

## Wiltshire Council

### Cabinet

2 May 2023

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**Subject:** Procurement of Cleaning Services

**Cabinet Member:** Cllr Ian Blair-Pilling Cabinet Member for Leisure, Libraries, Governance, Facilities Management and Operational Assets

**Key Decision:** Key

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### Purpose of Report

1. To agree to the procurement of cleaning services across the council's operational estate managed by Strategic Assets and Facilities Management (SAM&FM), within Assets & Commercial Development, with effect from 1 December 2023.
2. To seek delegations to award Cleaning Services that are subject to tender.

### Relevance to the Council's Business Plan

3. To support the council's aim to "provide useful, modern spaces in communities for groups to interact in", the recommended approach will ensure properly procured, high quality, competitively costed, customer focused cleaning services across the council's operational estate.

### Background

4. The previous procurement exercise in 2016 delivered a 25% saving on the cost of cleaning services across the council's operational estate. The annual spend in the previous contract i.e., the contract that ran from 2012 to 2016, was approximately £0.990m.
5. Savings in 2016 were achieved by:
  - Adjusting cleaning regimes and removing planned deep cleaning activities to drive annual savings.
  - A general reduction in the number of operational buildings due to property rationalisation.
6. The annual contract value has varied between 2016 and 2022. This is in response to buildings being closed, new buildings and facilities being added, increased opening hours and community use.
  - 2016 £0.750m per annum (p.a.)
  - 2017 £0.730m p.a.
  - 2018 £0.770m p.a.
  - 2019 £0.775m p.a.
  - 2020 £0.780m p.a.
  - 2021 £0.790m p.a.
  - 2022 £0.820m p.a.

## **Main Considerations for the Council**

7. The council is required to commence the process for procuring a replacement cleaning service contract in early summer 2023, to ensure a suitable contractor can be appointed with effect from 1 December 2023.
8. With no contract clauses in the existing cleaning contract to allow price uplifts (other than the National Living Wage applicable 1 April each year), cleaning charges have been kept artificially low. It is therefore anticipated contract spend on cleaning services from December 2023 will increase by 20-30%.
9. A Sourcing Plan covering soft Facilities Management (FM) services procurement (including cleaning) has been approved. The approach outlined in this paper is consistent with this, supports the Sourcing Plan and the wider procurement activity for all FM services.
10. Procurement of the cleaning contract will coincide with the procurement of the council security contract. The security contract has an approximate annual value of £0.120m per annum. The security contract covers key holding duties, alarm monitoring and response, out of hours patrols for some sites and void site inspection patrols.

## **Overview and Scrutiny Engagement**

11. The Chair and Vice Chair of the Overview and Scrutiny Committee received a briefing on the procurement activity on the 15 March 2023 and no concerns were raised.

## **Safeguarding Implications**

12. Cleaning contractors are required to operate recruitment and training policies and procedures, having regard for the need to safeguard and promote the welfare of children, young people, and vulnerable adults, and to take into consideration the council's safeguarding procedures. Any cleaning contract staff who are likely to encounter children, young people and vulnerable adults whilst undertaking their regular duties, are required to have appropriate safeguarding checks. This requirement is stipulated in the contract conditions.

## **Public Health Implications**

13. In March 2020, the council implemented the use of anti-viral cleaning chemicals due to the Covid-19 pandemic. Anti-viral cleaning chemicals for all hand-held cleaning regimes continues and will be maintained in the future to help reduce the spread of infection amongst staff and site users.

## **Procurement Implications**

14. The recommendations in this document have been developed in consultation with the Commercial and Procurement team.
15. A single tendering process for both services will follow the 'Open' procurement process under the Public Contract Regulations 2015 and in accordance with requirements as set out in the Constitution.



16. The Procurement will be conducted and managed through the Council's e-tendering portal.

17. Cleaning services at most council operated sites is covered by Strategic Assets and Facilities Management. Sites out of scope are those with leisure facilities where cleaning services are delivered 'in house'. The use of council leisure cleaning staff, providing regular duties throughout leisure operating hours, is considered to deliver the best outcomes to the communities who use them.

### **Equalities Impact of the Proposal**

18. Based upon a calculation of the council's equality risk matrix, there is no requirement for engagement. This is because the risk is determined to be low in terms of both impact and likely occurrence.

### **Environmental and Climate Change Considerations**

19. The proposed recommendations are made with consideration to the council's environmental and climate change commitments.

20. There are no risks associated with environmental management.

21. The proposed recommendations are expected to result in energy consumption remaining roughly at current levels. Cleaning operatives use minimal energy consumption in the form of water (for floor and washroom cleaning) and energy (for powering vacuum cleaners). Since 2016, contracted cleaning staff have been encouraged to assist in the reduction of the council's energy use by engaging in simple campaigns such as switching off laptop screens and lights when they are last to leave the building.

22. Contracted cleaning staff have also been actively encouraged to reports faults and inconsistencies (heating on late at night or inefficient automatic controls on lighting), to the facilities management team to enable swift rectification, leading to an overall reduction in the council's energy costs and carbon emissions.  
The council will continue to engage with future contractors in the same way.

23. Contract is not planned to last longer than 20 years.

### **Workforce Implications**

24. The procurement of the cleaning contract will result in existing employees of the current contractor having rights under The Transfer of Undertakings (Protection of Employment) Regulations (TUPE). The council will work with the incumbent contractor to determine where TUPE is applicable and make appropriate arrangements to meet any legal obligations.

25. The successful tenderer will be required to demonstrate good practice in terms of employment policies and practices, and to conform to the council's standards and behaviours framework.

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

26. The council will be left without a contract, with the vulnerabilities in terms of service and pricing inherent in any out of contract position.

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

Risk	Actions to Mitigate the Risk
Deterioration in services once council committed to an initial 5-year contract term	A strong supplier relationship, combined with a robust contract management approach throughout the life span of the contract, including regular formal contract performance reviews. Key Performance Indicators (KPIs) in place to improve performance. KPIs can also be used to terminate the contract, should this become necessary.
Tender price submissions anticipated to increase	The cleaning specification will receive a full review to establish if further service reductions are possible (although further reductions will lead to a drop in cleaning standards). Assets and Commercial Development will work to reduce the volume of operational sites through continued rationalisation.

## Financial Implications

27. The revenue budget for this activity is currently £0.820m p.a. based on the current size and make up of the property estate. Current pressure on supply chains and turmoil in the energy markets mean it is a challenging time to expose the service to competition and the result of the procurement exercise is not predictable.
28. If the tenders' prices are submitted higher than the current approved revenue budget, requirements would need to be reviewed to ensure the contract is within budget. If this is not possible, then the service will need to look at other savings and efficiency options to deliver a balanced budget. As a minimum, one off savings would need to be identified for 2023/24 and if savings were not on-going growth would need to be factored into the medium-term financial strategy for future years to address the pressure.
29. Future contractual uplifts are likely to need updating in the medium-term financial strategy to reflect the new contract.
30. The total value of the contract represents a key decision and therefore requires cabinet approval with delegations from relevant cabinet members.

## Legal Implications

31. Legal support has been solicited by the completion of Instructions to Legal Services Commercial Team (new or bespoke contract).

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

### Options Considered

Option	Consequences
Do nothing	Rejected The cleaning contract cannot be extended beyond 30 <sup>th</sup> November 2023. The option to extend is not available as both one-year extension options have been exhausted. The council will expose itself to challenge without the support of a legal contract.
Stop providing a cleaning service	Rejected Cleaning service provision needs to be continued to provide a clean and safe environment for both staff and the communities it serves.
Bring cleaning service 'in house'	Rejected The high risk and burden (including the associated indirect costs), of insourcing contracting staff makes this option untenable.
Use national procurement frameworks	Rejected This option does not allow sufficient flexibility, particularly to accommodate the innovative approach to how cleaning services are delivered within the council. Small & Medium-Sized Enterprises (SME's), would be most likely to be excluded from the procurement process.

### Conclusions

32. It is recommended Wiltshire Council undertake an open FTS procurement process for a contract for cleaning services starting 1<sup>st</sup> December 2023. Contract term for an initial five years, with the option to extend by two further one-year periods.

### **Andy Brown - Corporate Director for Resources**

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Report Author: Vincent Albano, Asset Manager: FM, Asset Condition & Business Management

Andy Brown, Corporate Director Resources

6 April 2023

### Appendices

None

### Background Papers

None

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**Wiltshire Council**

**Cabinet**

**2 May 2023**

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**Subject: Public Health Nursing Services: future delivery model**

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

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

**Key Decision: Key**

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## **Executive Summary**

The purpose of this report is to provide Cabinet with the information to decide on the future delivery model for Wiltshire's Public Health Nursing (PHN) Services beyond April 2024. These services are currently delivered by HCRG Care Group (previously Virgin Care Services) as part of Wiltshire Children's Community Healthcare Services (WCCHS) contract.

## **Proposals**

It is recommended that the Cabinet agrees to the following in respect of the future delivery model for Public Health Nursing Services:

- 1) For the Local Authority to undertake a standalone procurement of Wiltshire PHNS.
- 2) To delegate to the Director of Public Health in consultation with the Cabinet member for Children's Services, Education and Skills and Cabinet member for Public Health, Public Protection, Leisure, Libraries, Facilities Management and Operational Assets, to agree the award of a contract following the tendering process.

## **Reason for Proposal(s)**

The contract with HCRG Care Group to deliver the Wiltshire Children's Community Healthcare Service expires on 31 March 2024 following completion of an exceptional 1 year contract agreed at Cabinet on 29 March 2022. Circumstances related to the agreement at Cabinet in June 2022 to undertake a joint procurement for the service with Bath and North-East Somerset, Swindon and Wiltshire Integrated Care Board (BSW ICB), have recently changed and require a subsequent decision to be made about the provision of Public Health Nursing Services from 1 April 2024.

Effective integration and partnership with interfacing services is critical to the effective delivery of Public Health Nursing Services. There is commitment from both the Local Authority and BSW ICB to continue to work closely together to align Wiltshire's universal and specialist service specifications and monitoring processes to ensure services continue to be joined up and seamless. We do not foresee any impact on children, young people, and families. The Local Authority will also ensure an emphasis on strengthening partnership and integration with local authority and non-health services, including the voluntary and charitable sector in the best interests of children, young people and families.

**Terence Herbert**  
**Chief Executive**

**2 May 2023**

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**Subject: Public Health Nursing Services: future delivery model**

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

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

**Key Decision: Key**

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### **Purpose of Report**

1. The purpose of the report is to provide Cabinet with the information to decide on the future delivery model for Wiltshire's Public Health Nursing Services (PHNS), currently delivered by HCRG Care Group (HCRG) as part of Wiltshire's Children's Community Healthcare Services (WCCHS) contract.

### **Relevance to the Council's Business Plan**

2. The Public Health Nursing Service (PHNS) is central to the guiding themes of prevention and early intervention, improving social mobility and tackling inequalities set out in the Wiltshire Council Business Plan Principles 2022-2032. Core to any PHNS is to lead the delivery of the Healthy Child Programme, an evidence based universal programme for children aged 0-19 (currently being updated to extend from 19-24 years). The programme provides the bedrock for health improvement, public health and reducing inequalities. Expectant parents, parents/carers, children, and young people are empowered to make healthy choices and additional support is provided proportionate to need as required.
3. The universal nature of PHNS provides an opportunity to gather population health data that can inform our local Joint Strategic Needs Assessment and enable a better understanding of our local communities, thus also contributing to this guiding theme.

### **Background**

4. Wiltshire Council and Bath and North-East Somerset, Swindon, and Wiltshire Integrated Care Board (BSW ICB) currently jointly commission HCRG Care Group to deliver Wiltshire Children's Community Health Service. This service delivers PHNS and specialist children's community health services.
5. The original contract commenced in April 2016 and was for a period of 5 years with the option to extend for 2 years. This option was exercised in April 2021, taking the current contract to the end of March 2023. In March 2022, Cabinet agreed for an

additional one-year contract to be negotiated with HCRG, taking the contracting period to 31st March 2024.

6. In June 2022, Cabinet was presented with options for the service beyond April 2024 and agreed for PHNS to be part of a single procurement of a combined universal and specialist children's community health service for Wiltshire with separate terms and conditions for the respective Council and ICB/ICA elements.
7. Integrated Care Boards (ICBs) were formally established in July 2022 and BSW ICB began a review of community health services across Bath and North-East Somerset, Swindon, and Wiltshire. Wiltshire Council has been an active participant in the review, whilst maintaining its intention to progress with arrangements as agreed by Cabinet in June 2022. The community health service review continues and the ICB has recently clarified it is not able to progress a joint procurement process with the Local Authority at this time. The Local Authority cannot extend the current contract any further under procurement legislation and the options available to us for the future delivery of PHNS are, therefore, different to those presented to Cabinet in June.
8. Prior to 2016, children's community services had been provided across six separate organisations; some of the specialist services were sitting outside of Wiltshire-county borders and required parents / carers to travel outside of Wiltshire for appointments. This also limited the extent to which community services could provide services embedded within education and respite settings. Parents / carers of children with Special Educational Needs and/or Disabilities (SEND) reported this to be a confusing and disjointed healthcare provision. For this reason, and to create a more pathway-based, less medicalised approach to care, it was decided to bring the services together as one overarching children's community health service. There is every intention to maintain as much integration as possible between universal and specialist children's community health services despite this change in direction. Service users are not expected to experience any significant difference in service delivery from any change in provider that may arise.
9. The total contract value for WCCHS for 2022/23 was £14,122,700, of which 48% (£6,741,769) was provided by Wiltshire Council to fund Public Health Nursing Services from the Public Health Grant. BSW ICB fund Children's Specialist Community Health Services and the Children Looked After Service.
10. Wiltshire Council is responsible for PHNS in Wiltshire. PHNS is a service directly funded by the Public Health Grant which the local authority receives from the Department of Health and Social Care. The service forms part of the Director of Public Health's responsibilities for 'any of the Secretary of State's public health protection or health improvement functions that they delegate to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the NHS 2006 Act, inserted by section 18 of the 2012 Act'.
11. The PHNS is required to deliver against the requirements set out in the Health & Social Care Act 2012 to provide a universal service for all expectant parents, children, and young people, with an emphasis on prevention and support. This includes leading on the delivery and co-ordination of the Healthy Child Programme 0-19, a national public health programme based on the best available evidence to



achieve good outcomes for children. The mandated elements of the PHNS are five universal reviews delivered by the health visiting service from pregnancy through to two and a half years of age, and the National Child Measurement Programme.

12. The PHNS service is made up of the following key elements:

- Health Visiting - 0-4 years old
- School Nursing - 5-19 years old
- Family Nurse Partnership (FNP) – a strengths-based programme to support young parents. In Wiltshire this is targeted on young women who conceive at or below the age of nineteen. It is a licenced programme that provides intensive support from pregnancy until the child's second birthday. It is not mandated.
- The National Child Measurement Programme - delivered through the School Nursing Service provides robust public health surveillance data on child weight status to inform national and local planning to reduce obesity.

13. BSW ICB is responsible for commissioning the following services:

- Community Paediatrics
- Speech & Language Therapy
- Integrated Therapies (Physiotherapy & Occupational Therapy)
- Children's Community Nursing Services
- Children's Continuing Care
- Learning Disability Nursing Services
- Children's Safeguarding Services (named nurses & specialist safeguarding nurses)
- Paediatric Audiology (West Wiltshire only)
- Children's Continence Service
- Children Looked After Service

14. The Children Looked After (CLA) Service provides specialist health assessments, personal health planning and intervention, advice and support to children and young people who are looked after and their parent/carers. It also provides specialist advice to partner agencies on the health needs of children looked after and actively participates in care planning and review meetings. These services are delivered in conjunction with universal services. Currently review health checks and assessments for children looked after are undertaken by health visitors (up to age 5) and school nurses (over the age of 5).

## **Main Considerations for the Council**

15. The Council is looking at 2 options for the service:

1. Single procurement of Wiltshire PHNS by Wiltshire Council
2. Local Authority in-house PHNS

16. Both options have been thoroughly appraised against the same set of strategic objectives set out in the June 2022 Cabinet report and listed below and the following technical elements: human resources, finance, ICT/ systems, procurement and legal.

### **Strategic objectives:**

- Service user engagement, whole family approach and smooth transitions
- Focus on prevention, early identification, early intervention and targeting those at higher risk of poorer outcomes
- A strong partnership and integrated working ethos within the service and across the system
- Equity and ease of access to a high high-quality, agile, and responsive evidence-based service that meets the needs of children, young people, and families in the right place and at the right time
- Strong population health approach to assessing need
- An excellent resilient workforce

17. Evidence was gathered from liaison with key local stakeholders and representatives involved in PHN commissioning and provision across a range of local authorities, and comparative performance data was reviewed See Appendix for the full report.

18. The appraisal highlighted minimal variation in relation to the strategic elements. The differences in scoring are explained below.

18.1 The in-housing option (2) scored slightly lower when considering the focus on prevention, early identification, early intervention and targeting those at higher risk of poorer outcomes (strategic element 2). This was due to the perceived increased risk from in-housing of maintaining the core universal element of the PHNS service in the face of increasing pressure on targeted and specialist children's services within the Local Authority. It is considered that such a development would reduce opportunities to deliver the preventative elements of the Healthy Child Programme and identify need early.

18.2 The in-housing option (2) scored slightly lower when considering strategic element 4 (equity and ease of access to a high-quality, agile, and responsive evidence-based service that meets the needs of children, young people, and families in the right place and at the right time). A review of health visiting metric data on the coverage of mandated contacts, indicates that commissioned providers tend to perform better than in-housed services. The current service performs the same or better than the regional average and the three closest statistical neighbours.

19. The greatest variation occurred in relation to the technical elements, specifically human resources, finance, and ICT/systems, where the in-housing option scored notably lower than the procurement option.

19.1 The appraisal indicated considerable financial risk associated with in-housing PHNS, including: the need for additional ongoing support and running costs to manage a service of this size; and the cost of mobilisation which were reported to be underestimated and very high in other areas.

19.2 The human resource implications of in-housing bring with it additional costs and risks to staffing recruitment and retention. Administering the TUPE process for such a large workforce (minimum of 166 people/ 125 FTE) would require significant resource from Council support services, such as HR, finance, legal and IT. Staffing retention and recruitment difficulties are a significant risk associated with in-housing, particularly if the local authority cannot provide assurance that NHS terms and conditions (which tend to be more favourable than local authority terms and conditions) will be retained for existing and future clinical staff.

19.3 ICT risks identified with the in-housing option relate to the challenges of data migration and interfaces with systems for both current and historical records. The need for IT support with suitable experience and understanding of NHS data requirements was also found to be critical for mobilisation and data migration.

20. Integration is one of the guiding themes of the Wiltshire Council Business Plan in terms of designing and delivering services in partnership with service users and local communities. In-housing PHNS clearly presents great opportunity for alignment and joined up pathways with local authority partners, however, the appraisal demonstrates that PHNS-LA partnerships are possible for commissioned as well as in-housed services. It will be important that the commissioning process places an emphasis on strengthening partnership and integration with local authority and non-health services, including the voluntary and charitable sector.

21. Attention will also need to be given to aligning universal and specialist children's community health services specifications and monitoring processes to ensure services continue to be joined-up and seamless for children, young people, and their families.

### **Overview and Scrutiny Engagement**

22. The report will be considered by the Health Select Committee and Children's Select Committee chairs at an extraordinary meeting on 25 April 2023.

### **Safeguarding Implications**

23. Safeguarding children is a key component of the PHN Service. Health Visiting, Family Nurse Partnership and School Nursing Services are expected to ensure appropriate safeguards and interventions are in place to reduce risks to children and young people from conception where there are safeguarding concerns. When

concerns are identified they will work in partnership with key services to intervene effectively in line with agreed local safeguarding protocols. This proposal is not believed to pose any risk to the safeguarding of children, young people, or vulnerable adults.

### **Public Health Implications**

24. Central to the PHN Service is the delivery of the national Healthy Child Programme (HCP), a universal evidence-based prevention and early intervention programme that aims to ensure that every child gets the good start they need to lay the foundations for a healthy life. It is an integral part of Public Health England's priority to support healthy pregnancy, ensure children's early development and readiness for school, and reduce health inequalities in young children.
25. Good health, wellbeing and resilience are vital for all our children and there is strong evidence that robust children and young people's public health is important to achieve this. Universal and targeted public health services provided by health visiting and school nursing teams are, therefore, crucial to improving the health and wellbeing of all children.
26. The Healthy Child Programme is based on the concept of 'proportionate universalism' recognising that it is not sufficient to focus solely on the most disadvantaged to reduce health inequalities. Services must be available to all and able to respond to the level of presenting need. This is one of the key messages from the Marmot Review of health inequalities (2010).
27. The foundations for virtually every aspect of human development including physical, intellectual, and emotional development, are established in early childhood.

### **Procurement Implications**

28. The procurement and award of the contract will be completed in line with the Public Contract Regulations 2015 (PCR2015) and Part 10 of the Council's Constitution.
29. The Commercial and Procurement Team should be engaged through the entire process agreeing the final procurement model with Commissioners and partners as required.
30. The Commercial and Procurement will review and sign off procurement related documentation.

### **Equalities Impact of the Proposal**

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

### **Environmental and Climate Change Considerations**

32. A transformation programme set out by commissioners in the early part of the current contract and implemented by the provider demonstrates a commitment to

reduce the impact on the environment and reduce emissions. This included reducing the number of buildings staff were working out of; eradicating paper records; and introducing mobile working which has enabled staff travel to be more efficient.

33. Consideration of opportunities to further reduce carbon emissions and positively affect climate change will be factored into the future contract and retendering process.

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

34. If the proposed decision is not taken, the Local Authority will have to agree an alternative delivery model that comes with the risks identified in the options appraisal report.

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

35. The risks of this proposal are outlined in the options appraisal. There is a perceived risk that partnerships with LA and non-health services will not be as strong although the evidence around this is mixed from other areas. Emphasis will be placed in the contract and through the commissioning process on the importance of strengthening PHNS-partnership and integration with non-health services.
36. There is commitment from both the LA and ICB to continue to work closely together to align Wiltshire's universal and specialist service specifications and monitoring processes to ensure services continue to be joined up and seamless. We do not foresee any impact on children, young people, and families.

#### **Financial Implications**

37. The recommended option proved to be the most favourable from a financial perspective.
38. No transitional costs are required as these will be managed by the provider to whom the contract is awarded.

#### **Legal Implications**

39. There should be no legal barrier to this option.
40. Any procurement exercise should be conducted in accordance with the requirements set out in Part 10 of the Council's Constitution, the SPH Manual and the Public Contract Regulations (2015). Legal Services will need to be engaged throughout this process, with the relevant legal and procurement advice sought.
41. Wiltshire Council's Legal Services must draft robust legal documentation for this matter. Legal Services will be consulted to review the final documentation before execution.

42. Cabinet should delegate authority to enter into the contract with the provider and any other relevant legal documentation required (such as a Section 75 agreement with the CCG) to an appropriate individual.

### **Workforce Implications**

43. There are no direct employment issues for Council staff as a result of the recommendations.

44. The evidence suggests that the option recommended will provide relative stability for the PHNS workforce – at a time of increasing demand and increasing complexity of cases among children and families, and national staffing shortages.

### **Options Considered**

45. The options under consideration are:

1. Single procurement of Wiltshire PHNS by Wiltshire Council
2. Local Authority in-house PHNS

46. Both options have been thoroughly appraised against a set of key criteria which take account of the strategic objectives for PHN services and a range of technical elements including human resources, finance, and IT.

47. Option 2 was rejected mainly due to the anticipated increase in costs associated with in-housing the PHNS (ongoing costs, mobilisation costs, clinical governance), and the risks related to staffing retention and recruitment if Agenda for Change (health service) Terms and Conditions were no longer available to the workforce.

48. Option 1 scored the highest and was most favoured.

### **Conclusions**

49. It is recommended that the Cabinet agrees to the following in respect of the future delivery model for Public Health Nursing Services:

- For the Local Authority to lead a single procurement of Wiltshire's PHNS.
- To delegate to the Director of Public Health in consultation with the Corporate Director of People, Corporate Director of Resources/Deputy Chief Executive, the Director of Commissioning, Cabinet Member for Children's Services, Education and Skills, and Cabinet member for Public Health, Public Protection, Leisure, Libraries, Facilities Management and Operational Assets, to agree the award of a contract following the tendering process.

**Elizabeth Saunders (Interim Director of Commissioning)**  
**Kate Blackburn (Director of Public Health)**

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Date of report: 19 April 2023

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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