

# Public Document Pack



**CHIPPENHAM  
TOWN COUNCIL**

Improving the quality of town life

20 March 2024

To Councillors:

Desna Allen

Declan Baseley (Chair)

Matthew Bragg

Clare Cape

William Douglas

Gemma Grimes

Kathryn Macdermid

Nick Murry

David Poole

John Scragg

George Simmonds

Myla Watts

Liz Alstrom

James Bradbury

Jenny Budgell

Pete Cousins

Robert Giles

Angie Litvak-Watson

Conor Melvin (Vice-Chair)

Andy Phillips

Nic Puntis

Matthew Short

Adam Ward

Hayley Wilson

Meeting of Full Council - Wednesday 27 March 2024

Dear Councillor,

**PLEASE NOTE THAT A CONFIDENTIAL BRIEFING FOR COUNCILLORS ONLY WILL BE GIVEN PRIOR TO THIS MEETING REGARDING PROPOSALS FOR DEVELOPMENT OF EMERY GATE, CHIPPENHAM. THIS PRESENTATION WILL BEGIN AT 5.45PM AND WILL FINISH BY 6.45PM.**

You are summoned to attend a meeting of Full Council to be held in the Town Hall on Wednesday 27 March 2024 commencing at 7.00 pm for transaction of the business given in the Agenda attached.

Please note members of the public are invited to address the council at this meeting at 7pm. Members of the public are requested to send their public question to [enquiries@chippenham.gov.uk](mailto:enquiries@chippenham.gov.uk) by 12pm on the day before the meeting and confirm whether they will be in physical attendance or require an officer to read out the question on their behalf. Priority of physical attendance will be given to the press and those that have sent their public question in advance and will read it out, remaining seats will be allocated on a first come first served basis. Alternatively, anyone who wishes to watch the meeting only can do so via this link: <http://youtube.com/channel/UCLhKQ0VMR7-mu7GvGYO3uGg/live>

Yours sincerely,

Mark Smith MBA LLB (Hons) CMgr FCMI FSLCC  
Chief Executive

All council meetings are open to the public and press

### RECORDING OF PUBLIC COUNCIL MEETINGS

Recording and using social media is permitted at Council meetings which are open to the public. Please note that Chippenham Town Council will be streaming this meeting to YouTube, the video recording will be available in the public domain for six months.

### 7pm - PUBLIC QUESTION TIME (not to exceed 30 minutes)

The public are welcome to make representations, ask questions and give evidence at a meeting which they are entitled to attend in respect of the business on the agenda.

Any individual representation is limited to no more than 3 minutes. The Chair will call the representation from those who are indicating that they wish to speak; written representations can also be received in advance of the meeting. A record of any public participation session shall be included as an appendix to the Minutes.

## Agenda

Full Council - Wednesday 27 March 2024

	Wards affected	Page no.
1. <b><u>APOLOGIES FOR ABSENCE</u></b>		
To receive any apologies for absence.		
2. <b><u>DECLARATION OF INTEREST</u></b>		
All Members of the Town Council are reminded to declare any pecuniary or non-pecuniary interests they may have in any business of the Council, its Committees or Sub-Committees, in accordance with the latest approved Code of Conduct. Councillors are reminded to declare any dispensation granted in relation to any relevant matter.		
3. <b><u>MINUTES</u></b>		7 - 14
To receive the draft minutes of the Council meeting held on Wednesday 10 January 2024. Minutes require a proposer and seconder for approval (copy attached).		
4. <b><u>MAYOR'S ANNOUNCEMENTS</u></b>		15 - 16
i. To receive any announcements from the Mayor.		
ii. To receive a list of engagements undertaken by the Mayor and Deputy Mayor since the last Council meeting held on Wednesday 10 January 2024 (copy attached).		

5. **POLICE REPORT**

To receive a verbal update from Wiltshire Police.

6. **COMMITTEE MINUTES**

The Chair invites all Councillors to raise any queries or questions on the work being undertaken by Committees, purely for information only. To receive the following:

- a. **Amenities, Culture & Leisure Committee**  
The draft minutes of the meetings held on 17 January and 06 March 2024 (previously circulated).
- b. **Planning, Environment & Transport Committee**  
The draft minutes of the meetings held on 04 January, 25 January, 15 February and 07 March 2024 (previously circulated).
- c. **Strategy and Resources Committee**  
The draft minutes of the meeting held on 28 February 2024 (previously circulated).
- d. **Human Resources**  
The draft minutes of the meeting held on 22 February 2024 (previously circulated).

7. **COMMUNITY SAFETY FORUM NOTES**

17 - 34

To receive the notes from the Community Safety Forum meeting held on 05 December 2023 for information only (copy attached).

8. **YOUTH COUNCIL MINUTES**

35 - 38

To receive the minutes from the Youth Council meetings held on 16 January and 20 February 2024 for information only (copies attached).

**To consider the following items:**9. **REVISION TO INVESTMENT STRATEGY**

All Wards

39 - 50

To receive and consider a report from the Director of Resources, Responsible Financial Officer, regarding the adoption of a revised Investment Strategy following a recommendation

	Wards affected	Page no.
from the Strategy and Resources Committee on 28 February 2024 (copy attached).		
10. <b><u>WAR MEMORIAL - PHASE 3 RENOVATIONS</u></b>	All Wards	51 - 54
To receive and consider a report from the Director of Community Services regarding a proposal for unbudgeted expenditure to carry out restoration works to the War Memorial following a recommendation from the Amenities, Culture and Leisure Committee on 06 March 2024 (copy attached).		
11. <b><u>CONSULTATION OF DRAFT COMMUNITY SAFETY PLAN 2024-28 (DORSET &amp; WILTSHIRE FIRE AND RESCUE AUTHORITY)</u></b>	All Wards	55 - 136
To receive and consider a report from the Head of Democratic Services regarding a response to Dorset & Wiltshire Fire and Rescue Authority's consultation on their draft Community Safety Plan 2024-28 (copy attached).		
<b><u>To note the following items, questions for clarification purposes only:</u></b>		
12. <b><u>NEIGHBOURHOOD PLAN UPDATE</u></b>	All Wards	137 - 142
To receive a report from the Head of Planning updating Councillors on the progress of the Neighbourhood Plan (copy attached).		
13. <b><u>URGENT ACTION FORMS</u></b>		143 - 160
To receive urgent action forms relating to decisions made under delegated authority by the Chief Executive for information (copies attached):		
i) Community Governance Review Response		
ii) Minor Changes to Memorandum of Understanding		
14. <b><u>COUNCILLOR'S FEEDBACK</u></b>		
i. To receive feedback from Town Councillors on significant work they are involved with including ward work.		
ii. To receive feedback from Town Councillors nominated by the Council to outside bodies on significant work they are involved with.		

- iii. To receive feedback from Wiltshire Councillors on significant work they are involved with.
- iv. To receive any updates on meeting membership changes from the Democratic Services Team.
- v. To receive ideas for potential Community Infrastructure Levy (CIL) projects funded by the 85% of CIL that Wiltshire Council retain from development within Chippenham to be forwarded to Wiltshire Council by the Chief Executive.

15. **ITEMS FOR COMMUNICATION**

To consider any items for communication and any items to be consulted with the Youth Council.

16. **DATE OF NEXT MEETING**

The next meeting of Full Council will be the Annual Council meeting held at 7pm on Wednesday 15 May 2024.

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**CHIPPENHAM  
TOWN COUNCIL**

Improving the quality of town life

## FULL COUNCIL

Minutes of a meeting of the Full Council held in the Town Hall on Wednesday 10 January 2024 at 7.00 pm.

**COUNCILLORS:**

Desna Allen	Liz Alstrom	Declan Baseley (Chair)
James Bradbury	Matthew Bragg	Jenny Budgetell
Clare Cape	Pete Cousins	Robert Giles
Gemma Grimes	Angie Litvak-Watson	Kathryn Macdermid
Conor Melvin (Vice-Chair)	Andy Phillips	Nic Puntis
John Scragg	Matthew Short	Adam Ward
Hayley Wilson		

**OFFICERS:**

Mark Smith, Chief Executive  
Nick Rees, Director of Resources  
Matt Kirby, Director of Community Services  
Andy Conroy, Head of Planning  
Heather Rae, Head of Democratic Services  
Alex Cooper, Democratic Services Officer

**PUBLIC PRESENT:** There were no members of the public present and no public questions

### 72. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Nick Murry due to another commitment, Councillor George Simmonds due to ill health, Councillor Myla Watts due to ill health and Councillor David Poole due to ill health.

### 73. DECLARATION OF INTEREST

There were no declarations of interest.

### 74. MINUTES

The minutes from the extraordinary meeting held on Monday 20 November 2023 were proposed by Councillor Desna Allen, seconded by Councillor John Scragg. The minutes from the meeting held on Wednesday 22 November 2023 were proposed by Councillor Robert Giles, seconded by Councillor Pete Cousins. With all in favour, it was;

#### RESOLVED that:

The minutes from the extraordinary meeting held on Monday 20 November 2023 and the meeting held on Wednesday 22 November 2023 were approved as a correct record and were signed by the Chair.

75. **MAYOR'S ANNOUNCEMENTS**

- i. a) The Mayor highlighted the date of Saturday 6th April 2024 for his Mayoral event of the year, this will be a casino night held in the Neeld. All are welcome and details about how to purchase tickets will be available soon on the Town Council's website.  
  
b) The Mayor thanked everyone that helped with the last Book and Bake sale and announced that £430 was raised for the Mayor's chosen charity, Doorway.
- ii. The list of engagements undertaken by the Mayor and Deputy Mayor since the last Council meeting held on Wednesday 22 November 2023 were noted.

76. **POLICE REPORT**

The Sergeant updated on the current policing priorities within the Chippenham area including the target operating model, increased officer resource, visibility within the community, dedication of Inspector to the Neighbourhood Policing Team. The week of action undertaken was highlighted which addressed modern slavery and human trafficking, it was noted that the majority of people were working as they should be with one person being identified for further investigation.

An update was given on issues that had been previously raised regarding speeding and anti-social behaviour. The area of Hathaway retail park was highlighted as an area of focus.

Councillors raised issues including the safety of pedestrians with cars continuing to travel through zebra crossings and red lights, speeding, and an emphasis that young offenders from Chippenham should be engaged with by local policing and support teams. Councillors questioned whether there had been any increase in anti-Islamic or anti-Semitism reports.

The Sergeant urged members of the public to use technology to report and record evidence of issues such as not following zebra crossing or red lights and noted that the Police can use education to deter issues occurring. It was noted that there had been no increase in anti-Semitism or anti-Islamic reports to the Police, the situation is under constant review.

The Chair thanked the Sergeant for attending the meeting and answering Councillor questions.

**RESOLVED that:**

The report be noted.



77. **COMMITTEE MINUTES**

a. **Planning, Environment & Transport Committee**

The draft minutes of the extraordinary meeting held on 08 November 2023 and the ordinary meeting held on 07 December 2023 were presented by Councillor Clare Cape with all matters resolved.

b. **Strategy and Resources Committee**

The draft minutes of the meeting held on 06 December 2023 were presented by Councillor Matthew Short with all matters resolved.

78. **YOUTH COUNCIL MINUTES**

**RESOLVED that:**

The notes from the Youth Council meetings held on 14 November and 12 December 2023 were noted.

79. **BUDGET 2024/25**

The Leader introduced the budget report outlined the thorough process that had taken place and the recommendation of the Strategy and Resources Committee to approve the proposed budget and precept.

The Director of Resources, Responsible Financial Officer, presented the report regarding the draft Income and Expenditure (I&E) and Capital / Ear Marked Funds (C/EMF) budgets for 2024/25 and associated precept. It was noted that it was a breakeven outturn with an overall requirement to increase the precept by £184k with the net impact on a typical Band D property of a 3.7% increase amounting to 92p per month for a typical Band D precept payer.

The Director of Resources highlighted that capital expenditure for next year would be in line with income with an assumption that Community Infrastructure Levy income (CIL) will be the same as last year.

It was recommended that the Council continues to make decisions based on the financial position at the time and with reference to the MTFP so it can be confident it can complete strategic projects. Full Council can always approve unbudgeted expenditure during the year if it turns out better than anticipated.

Councillor Jenny Budgell supported the budget proposals as Chair of the Finance Sub Committee and thanked officers who had made decisions and gone through the figures to ensure that the Council can continue to provide services.

Councillor Matthew Short supported the budget and highlighted the contribution that the air source heat pump and solar panels had made towards reducing the Council's energy costs.

A recorded vote was taken in accordance with Standing Order 16.4.

For	Against	Abstain
Desna Allen		
Liz Alstrom		
Declan Baseley		
James Bradbury		
Matthew Bragg		
Jenny Budgetell		
Clare Cape		
Peter Cousins		
Robert Giles		
Gemma Grimes		
Angie Litvak-Watson		
Kathryn Macdermid		
Conor Melvin		
Andy Phillips		
Nic Puntis		
John Scragg		
Matthew Short		
Adam Ward		
Hayley Wilson		
<b>Total:19</b>	<b>Total:0</b>	<b>Total:0</b>

With all in favour, it was;

**RESOLVED that:**

- i) Council approved the draft Income & Expenditure for 2024/25 and associated increase in Precept to £4,151,782.
- ii) Council approved the draft Capital Ear Marked Fund expenditure budget for 2024/25 of £479k, with the use of £439k of CIL Income to finance it.

**80. ADOPTION OF CODE OF CONDUCT**

The Head of Democratic Services presented the report regarding a recommendation from the Strategy and Resources Committee for Council to adopt the Local Government Association's Model Councillor Code of Conduct. With all in favour, it was;

**RESOLVED that:**

Council adopted the LGA Model Code of Conduct including one change to refer to the role of 'Chief Executive' rather than 'Clerk'.

81. **MEMORANDUM OF UNDERSTANDING BETWEEN THE ENVIRONMENT AGENCY, THE TOWN COUNCIL AND WILTSHIRE COUNCIL (RIVER IMPROVEMENT PROJECT)**

The Head of Democratic Services presented the report regarding a request from the Environment Agency to sign the Memorandum of Understanding which formalises the working arrangements that are currently taking place between the Environment Agency, the Town Council and Wiltshire Council in relation to the river improvement project in Chippenham.

Councillors supported the signing of the memorandum noting that it would enable the Environment Agency to access additional funding. Councillor Declan Baseley proposed the signing of the Memorandum of Understanding, this was seconded by Councillor Desna Allen and with all in favour, it was;

**RESOLVED that:**

Council agreed to delegate authority to the Chief Executive on behalf of the Town Council to sign the Memorandum of Understanding between the Environment Agency, the Town Council and Wiltshire Council in relation to the river improvement project in Chippenham.

82. **ANNUAL CALENDAR OF MEETINGS AND CIVIC EVENTS FOR 2024/25**

The Head of Democratic Services presented the report regarding the proposed meeting and civic event dates for the municipal year 2024/25. With all in favour, it was;

**RESOLVED that:**

Council agreed that the Calendar of Meetings and Civic Events for the municipal year 2024/25 be noted.

83. **NEIGHBOURHOOD PLAN UPDATE**

The Head of Planning updated Councillors on the progress of the Chippenham Neighbourhood Plan since the last update in September 2023. It was noted that since publication of the report, the examiner had made the unaccompanied site visit, he has made final comments recently before report is completed and sent to the Town Council for draft checking. The process to referendum was outlined, with some changes that may be required involving design and mapping changes. The timeline slightly delayed due to the examiner process taking longer than expected, it was noted that the Plan is likely to be made in April or May 2024. Councillors thanked the Head of Planning for all the work being done particularly with questions requiring quick responses.

**RESOLVED that:**

Councillors noted the report.

84. **URGENT ACTION FORM**  
**RESOLVED that:**

The urgent action for relating to a decision made by the Chief Executive under delegated authority to sign the campaign for equality regarding the payment of carers' allowances at a parish level be noted.

85. **COUNCILLOR'S FEEDBACK**

- i. Councillor John Scragg raised his attendance at the public art working group not as an official member but in his capacity as a member of the Civic Society. It was noted that the group plan to hold an exhibition of three current candidates for public art in Chippenham in April. The aim is to attract as many members of the public as possible.

Councillor John Scragg, not as the nominated representative, raised the upcoming visit from Friedberg and the Twinning visit to La Fleche on 31<sup>st</sup> May, if any Councillors were interested information could be sought from Councillor John Scragg.

- ii. Councillor Jenny Budgell, as representative on the Parish Forum, updated that the main topic of the meeting was speeding in villages and the long process involved with getting speed bumps.

Councillor Jenny Budgell, as representative on Chippenham Borough Lands Charity, requested that any residents experiencing any difficulty are referred to the Charity. It was noted that there was a new CEO in place.

Councillor Matthew Short, as representative on the LHFIG group, updated on the processes involved in dealing with requests and how Wiltshire Council funds these for Chippenham and the surrounding villages. The process for resident parking schemes was outlined and residents were encouraged to speak to their Councillor about any requests or schemes in advance. Councillors were requested to share this with the relevant PET Committee Councillor to support the process.

Councillor John Scragg, as representative on the WALC Executive Committee, updated on the special meeting held on 11 December 2023 which considered subscriptions. It was noted that NALC will make a 2.3% increase, WALC decided to take a similar increase. It was noted the WALC fee for Chippenham is capped at certain level. It was announced that the current County Secretary was resigning and there will be an advert and recruitment process moving forward.

Councillor Pete Cousins, as representative on the Wiltshire Area Board, updated that following discussion on cleaning of the stairwells

and lift in the Sadlers Mead car park, the matter had been passed onto Town Council officers who will work collaboratively with Wiltshire Council to find a solution.

- iii. Councillor Liz Alstrom, as Wiltshire Councillor Chair of the Local Youth Network, highlighted the 'Teen Takeover' weekend event taking place and working alongside the Co-Chair Councillor Kathryn Macdermid and Area Board. The event will be an opportunity to showcase current provision for young people within the town, funding is being looked at to allow people to take part for free. It is aimed at young people aged 13-19 or up to 25 with SEND needs. Any local providers that are interested in taking part should contact [liz.alstrom@wiltshire.gov.uk](mailto:liz.alstrom@wiltshire.gov.uk).

Councillor Nic Puntis, in his capacity on the Board of Wessex Regional Flood & Coastal Committee (WRFCC), requested that Councillors who become aware of any flooding report this so the Committee know where flooding has occurred.

- iv. The following Committee/Sub-Committee membership changes were noted:
- Councillor Pete Cousins filled a vacancy on Finance Sub Committee
- v. There were no potential CIL projects suggested to be funded by the 85% of CIL that Wiltshire Council retain.

#### 86. ITEMS FOR COMMUNICATION

Councillors suggested that the Youth Council be informed about the policing report and requested the youth perspective on the increasing police presence.

#### 87. DATE OF NEXT MEETING

The next meeting of Full Council will be held at 7pm on Wednesday 27 March 2024.

The Chair closed the meeting.

The meeting closed at 8.06 pm.

These minutes are subject to confirmation at the next meeting.

Signed on behalf of the Town Council as a true record of the meeting.

Signature

Date

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Draft



## Mayoral Engagements 2023/2024 - Mayor Councillor Declan Baseley

<b>January</b>	<b>Engagements</b>
24	Citizenship Ceremony
26	Chippenham Mens Shed Opening
26	Chippenham Refill Station Official Opening
26	Hardenhuish Wiltshire Youth Council Hustings
27	Holocaust Memorial Day Online Video
31	Chippenham Hospital Radio Mayoral Month
<b>February</b>	
03	Lions Charter Dinner
10	Cepen Lodge Care Home New Building Opening
17	Phoenix Dance Show
22	Meeting with Twinning Association
22	Licensing of Rev Si Dunn at St Peters Church
24	Chippenham Fringe Feb - Fringe Special Storytime at Waterstones
25	Trinning AGM
28	CLOGS Annie Get Her Gun Performance
<b>March</b>	
3	Rule of Law Service
4	Chippenham Library 1 <sup>st</sup> Anniversary Celebration
9	Rotary 75 <sup>th</sup> Anniversary Charter Dinner
11	Commonwealth Day
14	Sustainable Business Event in partnership with Good Energy
17	Blue Campaign - Early Earth Protectors
20	Citizenship Ceremony

## Mayoral Engagements 2023/2024 - Deputy Mayor - Cllr Conor Melvin

<b>February</b>	
6	Chippenham Sports Partnership Dance Festival

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**CHIPPENHAM  
TOWN COUNCIL**

Improving the quality of town life

**Minutes of a meeting of the Chippenham Community Safety Forum held on  
Tuesday 5 December 2023 at 11.00 am.**

**Councillors present:**

Desna Allen (Chair)

Liz Alstrom

**Officers present:** Mark Smith, Chief Executive  
Matt Kirby, Director of Community Services  
Daryl Jones, Head of Community Development  
Michael Weeks, Democratic and Civic Officer

## **21 WELCOME AND INTRODUCTIONS**

The Chair welcomed everyone to the Community Safety Forum.

There were representatives from, but not limited to the following organisations:

Chippenham Town Council  
Wiltshire Council  
National Probation Service  
Wiltshire Bobby Van Trust  
Wiltshire Police Cadets  
Chippenham Library  
Wiltshire Police  
Doorway

## **22 CHAIR'S ANNOUNCEMENTS**

There were no Chair's announcements.

## **23 APOLOGIES**

Apologies were received from:

PCC Philip Wilkinson  
Jaqui Gallimore Chippenham CCTV  
Paul Sumners Wiltshire Neighbourhood Watch  
Sarah Copus Aster Housing  
Wiltshire Crime Stoppers

24 **NOTES FROM PREVIOUS MEETING**

The notes from the previous meeting were agreed as a correct record.

25 **WILTSHIRE POLICE UPDATE**

Sgt Jamie Ball gave a verbal update regarding Wiltshire Police.

The matters discussed at the meeting were contained in a recent briefing document and press releases following the Police week of action that is attached for information.

26 **COMMUNITY PAYBACK**

Jeremy Duggan from the National Probation Service gave an overview of Community Payback.

The Team based in Chippenham, doesn't just cover the local area but also North Somerset and BANES. The team of 4, delivers up to 400 hours of Community Payback per week, although this can be effected by the weather and if those expected turn up. An offender can be given up to 300 hours of Community Payback which needs to be served within a year, with an offender normally serving 7 hours a week. If offenders don't attend they are sent to reappear in court.

Those on Community Payback get involved in many different projects centred around places like community centres, Churches and Sport Clubs. There is a link on the community payback pages to nominate areas that can be worked on.

When engaged on a project, those involved are not allowed to give any personal or offence details to others.

Offenders are interviewed prior to commencing their community payback to ensure they are placed in a suitable placement e.g. a vulnerable adult may service their order in a charity shop or ensuring an offender doesn't serve on a project in an area where they have a prohibitive order.

Community Payback services works over 7 days so an offenders employment isn't effected.

27 **WARM ROOMS**

Daryl Jones, Head of Community Development verbally updated the forum on this years warm rooms offer.

The final list of places offering a warm room is attached for information.

It was decided that if each place could keep a record of those taking up the offer of a warm room to track demand.

## 28 **PURPLE FLAG UPDATE**

Daryl Jones, Head of Community Development verbally updated the forum on Purple Flag.

Earlier this year, the Home Office (HO) announced that PCCs would receive £43m ringfenced funding to trial initiatives to improve public safety across England and Wales. This is the fifth round of funding, and will focus on tackling neighbourhood crime, anti-social behaviour, and violence against women and girls.

The Office of the Police and Crime Commissioner for Wiltshire and Swindon was asked to coordinate the bidding process by seeking nominations from partners, consulting with the public as appropriate, and assessing nominations for projects against the Home Office's qualifying criteria before finalising a bid in line with the Home Office's financial requirements.

As a result of this process, Chippenham has been allocated £14,400 to extend the CCTV in Chippenham Avon East.

Once the paperwork and legal agreements have been processed installation of 3 additional cameras will be commissioned early 2024; sites of which are currently subject to permissions from Wiltshire Council and Atkins Street Lighting.

## 29 **CCTV INFRASTRUCTURE UPDATE**

Daryl Jones, Head of Community Development verbally updated the forum on CCTV Infrastructure.

Still need volunteers to man the system. More volunteers would mean more manned coverage.

Options for additional camera coverage can be investigated but is restricted by Wi fi connections although an additional APNR camera will be installed at Bath Road Car Park.

## 30 **ASSISTANCE TO RESIDENTS OVER THE CHRISTMAS / WINTER PERIOD**

Café Spero will be offering the following

Tuesday Foodbank 11:30 till 1:00pm

Thursday Café 9:00am till 2:00pm

Café is a paid not for profit café but they are happy to provide a warm space and a cup of tea to those in need.

A free Christmas meal will be provided on the 16<sup>th</sup> of December but places have almost gone.

31 **FORUM MEMBERS FEEDBACK**

Councillor Ross Henning advised that there will be a Chippenham Area Board meeting on the 11<sup>th</sup> of December on the theme of Highways. The meeting will start at 11am.

32 **DATE AND TIME OF NEXT MEETING**

The next meeting of the Community Safety Forum will be held on Tuesday 5 March 2024 at 11.00am.

The meeting concluded at 12.01 pm

These minutes are subject to confirmation at the next meeting.

Signed on behalf of Committee as a true record of the meeting.

Chairman:

Date:



# Town Council Update

November 2023

Proud to serve and protect our communities

# Chippenham Neighbourhood Policing Team

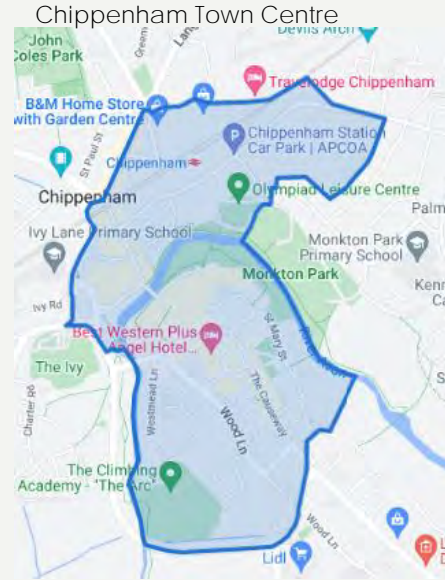
Inspector Pete Foster



Sergeant Jamie Ball (Town)



Sergeant Mike Tripp (Rural)



PCSO Barbara Young

\*All Police Constables have the responsibility of the Town Centre as well as an additional geographic area of Chippenham

Chippenham Town West



PCSO Stacey Cunningham



PC Jess Swanborough

Chippenham Town North East



PCSO Lyn Staples



PC Aimee Jenkins

Chippenham Town South



PCSO Laura Maplesden



PC Paul Croft

# Chippenham Community Engagements

## Our Engagement Vision

### Community Engagement impacts on everything we do

- We will use a range of techniques and channels to best connect with our communities to obtain their views on policing in the county, and ensure these techniques and channels are visible and accessible
- We will work collaboratively with a variety of partners to engage with communities where it makes sense to do so
- We will actively encourage and enable people to be part of our policing conversations to help shape our approach, response, policy, and delivery
- We will ensure our diverse and under-represented communities have a voice and are represented in conversations
- We will demonstrate where we have listened and where we have changed our service as a result of what our communities are telling us
- We will evaluate the success of our engagement activity and learn lessons to improve future engagement



# Community Engagements September – October 2023

Between September and October 2023 the Neighbourhood Policing Team have completed 250 community engagements in Chippenham.

- Attendance at the Purple Flag Breakfast
- In company with Chief Constable Roper, presentation at Community Safety Forum
- 5 School Talks
- 24 visits to Vulnerable Victims
- 4 Misuse of Drugs Act Warrants
- Child Seat Car Checks sessions
- Late Crime Awareness Pop up sessions

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## Safer Business Action Week (16<sup>th</sup> – 20<sup>th</sup> October)

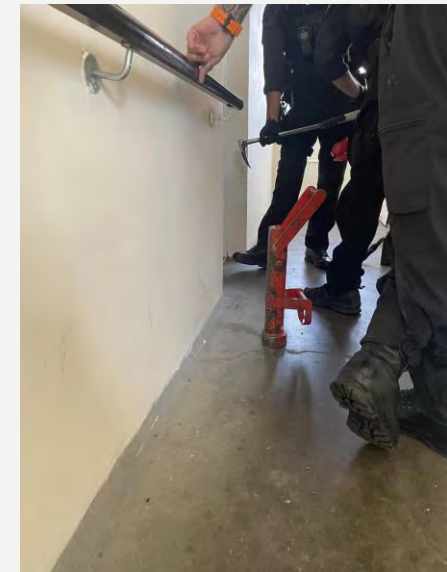
85 Retail / Local Business premises visited

- o Shops signed up to Business Watch Messaging Scheme
- o Car Parks provided Anti-Social Driving Notices with QR Codes for reporting
- o Store Net Radios checked / Additional radios provided and stores encouraged to use them

## Speed Checks

- o 24 locations visited
- o 48 Speed Awareness Courses issued
- o 8 Fines issued

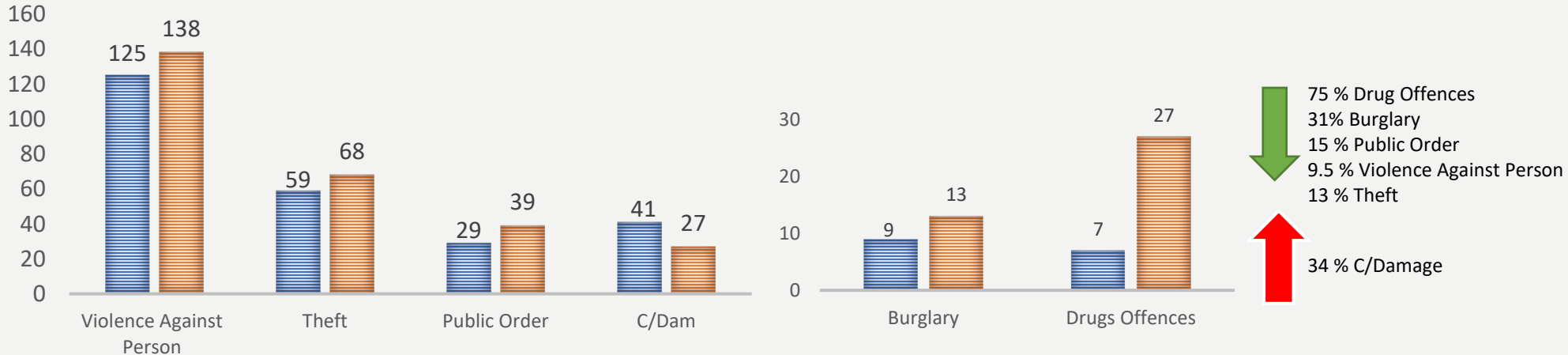
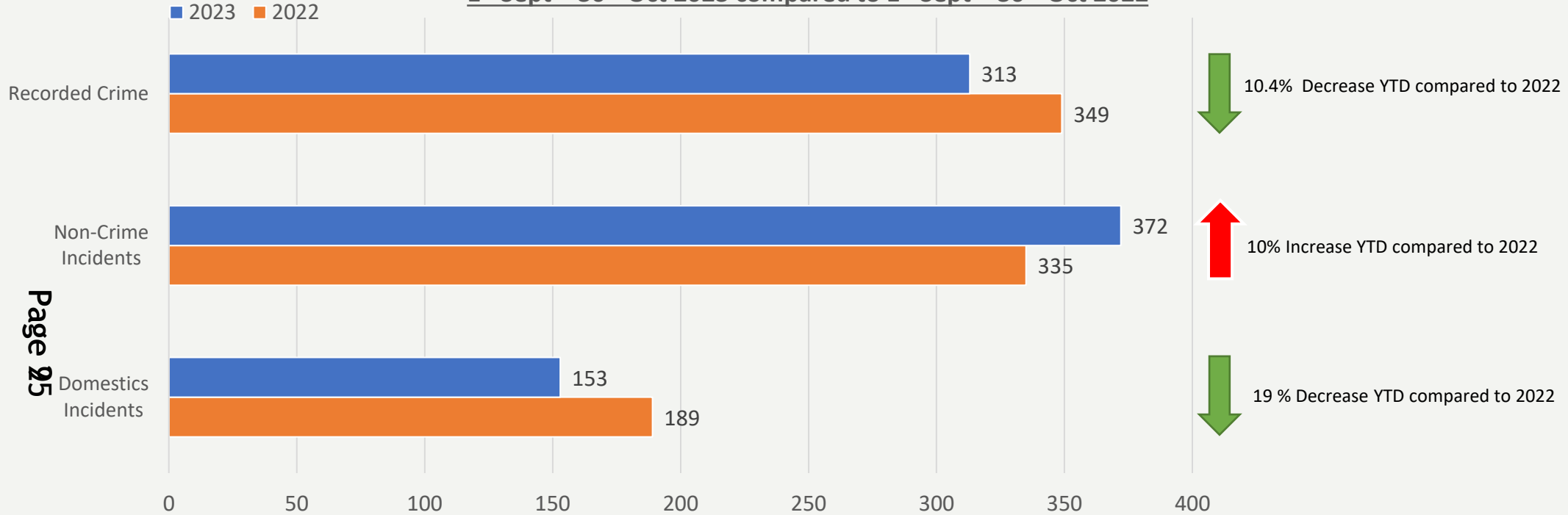
In 2023 a total of 741 engagements have been completed within the Chippenham Town and Rural Neighbourhood Policing areas.





# Chippenham Town Crime and Incident Statistics

1<sup>st</sup> Sept – 30<sup>th</sup> Oct 2023 compared to 1<sup>st</sup> Sept – 30<sup>th</sup> Oct 2022



# Operational Priorities – 1<sup>st</sup> January – 30<sup>th</sup> October 2023

Chippenham Town Beats – Not inc. Rural Parishes

## Safer Public Spaces

## Violence

Violence against person

## Burglary

Page 76

**186**  
**Town**  
**ASB Reports**

**5.1 %**  
of force figures

**706**  
**Town**  
**VAP Reports**

**5 %**  
of force figures

**51**  
**Town**  
**Burglary**  
**Reports**

**3.5 %**  
of force figures

**3610**  
**Force Wide**  
**ASB Reports**

**14,220**  
**Force Wide**  
**VAP Reports**

**1474**  
**Force Wide**  
**Burglary**  
**Reports**

**15%**  
REDUCTION

**12.3 %**  
REDUCTION

**5 %**  
INCREASE

**2022 ASB Reports**

Jan – Oct  
**219**

**2022 VAP Reports**

Jan – Oct  
**805**

**2022 Burglary Reports**

Jan – Oct  
**48**

# Get Involved / Get to know

*Get to know*  
**Your Community Policing Team**

Wiltshire Police  
**YOUR FORCE, YOUR AREA**



SCAN HERE

- Meet your local Community Policing Team (CPT) police officers and PCSOs
- Find out about crime stats in your area
- Learn about local policing meetings and events
- Read the CPT priorities
- Contact us



**Chippenham CPT**  
<http://bit.ly/46vT8kt>

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We are inviting you to get to know your Community Policing Team even better. Over the past few months, the communications team and your local officers have been working hard to create new areas on the Force website entitled 'Your Area.'

If you've not discovered them yet, the Your Area pages will give you a considerable amount of information about the area in which you live including who your neighbourhood officers and PCSOs are, how to contact them, crime statistics for your area including the top reported crimes and a crime map showing hot spots.

If you are interested to know what the local police priorities are you will find them on the pages along with an up-to-date list of meetings and events the team will be attending. You can even find out if there will be speed checks in your area.

Keep up to date with the latest news and alerts in your area by signing up to our Community Messaging service via the QR Code.

Alternatively you can register online via [www.wiltsmessaging.co.uk](http://www.wiltsmessaging.co.uk)

*Get to know*  
**Community Messaging**

Alerts from Wiltshire Police  
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Community Messaging  
[www.wiltsmessaging.co.uk](http://www.wiltsmessaging.co.uk)

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# APPENDIX A

Thursday 30<sup>th</sup> November (Plain Clothes ASB Operation) / Friday 1<sup>st</sup> December – (Town Centre Exhibition Vehicle – Engagement Session) (Drink Drive Op also coming this evening)



Chippenham Police

5m · 🌐



A plain clothes policing operation was held at a retail park in Chippenham this week following reports of ongoing anti-social behaviour and shoplifting.

Officers from the Neighbourhood Policing Team conducted the operation at Hathaway Retail Park yesterday evening (30/12).

A 15-year-old boy was arrested on suspicion of theft at Greggs.

Multiple youths were stopped for anti-social behaviour after they were witnessed pushing shopping trolleys into the road in front of vehicles and acting in an intimidating manner.

Sgt Jamie Ball said: "We are aware of an increased number of anti-social behaviour related incidents in Hathaway Retail Park and the local area over the past few weeks, and in the lead up to Christmas we will be continuing to run plain clothes operations like this one to target those causing a nuisance and committing crime in the area.

"It is totally unacceptable behaviour and is causing issues for local businesses and those wishing to shop and enjoy the area.

"Anyone found to be acting in an anti-social manner or committing offences will be dealt with robustly."

If you witness any incidents of concern at any of our local supermarkets, town centres or retail parks over the festive period please call 101 or 999 if a crime is in progress."



**Chippenham Police**

56 m · 🌐



To round up our Neighbourhood action week, PCSO Cunningham and PCSO Maplesden are on the high street between 1000hrs - 1200hrs today engaging with the public.

Feel free to pop down and have a chat if you're in the area.



**Wednesday 29<sup>th</sup> November 2023 – (Rural Engagement with 13 villages)**



Chippenham Police

2 d · 🌐



After a successful visit to Yatton Keynell first thing, We're out and about in the rural villages today for some drop in sessions! Please feel free to come and see us to discuss any concerns or queries.

1030 – 1130                   Hullavington, The old Hullavington Arms Public House car park  
1200 – 1300                   Burton Farm Shop Car Park  
1330 – 1430                   Kington St Michael, Village shop car park  
1500 – 1600                   Sutton Benger, Bell Inn Car Park  
Hopefully see you soon 🙌





# WARM SPACES

Providing a warm and friendly welcome to support anyone who needs help through the cost of living crisis.

- **Baptist Church, Station Hill**  
Monday, 1000 - 1200
- **Café Spero, Wood Lane**  
Thursday, 0900 - 1100, refreshments £1.50
- **Central Methodist Church, Monkton Hill**  
Friday, 1000 - 1130, warm place with tea and coffee, FREE
- **Chippenham Community Hub, Borough Parade**  
Wednesday, 1000 - 1200, tea/coffee and biscuits plus board games, FREE  
Thursday, 1300 - 1500, tea/coffee and biscuits plus board games, FREE
- **Kandu Arts SHOP, Emery Gate**  
Monday / Tuesday / Wednesday / Thursday / Friday, 1100 - 1500  
Hot drinks, FREE
- **Library, Timber Street**  
Monday / Tuesday / Thursday / Friday, 1400 - 1500  
Activities and hot drinks, FREE
- **Methodist Church, Sheldon Road**  
Monday, 1000 - 1200, bit of cake, bit of fun (BOCBOF)  
Saturday, 1100 - 1400, community lunch, FREE
- **St Andrew's Church, Market Place**  
Wednesday 0930 - 1230, tea and coffee, £1



[www.chippenham.gov.uk](http://www.chippenham.gov.uk)  
[enquiries@chippenham.gov.uk](mailto:enquiries@chippenham.gov.uk)  
01249 446699

[www.chippenhamhub.com](http://www.chippenhamhub.com)  
[chippenhamcommunityecohub@gmail.com](mailto:chippenhamcommunityecohub@gmail.com)  
01249 736425

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**CHIPPENHAM  
TOWN COUNCIL**  
Improving the quality of town life

Minutes of a meeting of the Chippenham Youth Council held in the Town Hall on Tuesday 16 January 2024 at 4.45 pm.

**Youth Councillors Present:**

Six Youth Councillors were present

**Officers Present:**

Heather Rae (HR), Head of Democratic Services  
Alex Cooper (AC), Democratic Services Officer

5	<p><b><u>APOLOGIES FOR ABSENCE</u></b></p> <p>There were no apologies for absence.</p>
6	<p><b><u>CLIMATE STRATEGY UPDATE</u></b></p> <p>Youth Councillors received an update from the Climate and Biodiversity Officer regarding the Town Council’s Climate Strategy. Youth Councillors engaged in a Q&amp;A session with the Climate and Biodiversity Officer.</p>
7	<p><b><u>POLICE UPDATE</u></b></p> <p>Youth Councillors received an update from Chippenham’s neighbourhood policing team, which had first been presented to the full Town Council on 10 January 2024.</p>
8	<p><b><u>STREET NAMING CONSULTED WITH THE YOUTH COUNCIL</u></b></p> <p>Youth Councillors considered a request from the Town Council’s Planning, Environment and Transport Committee to suggest some street naming themes that the Town Council might refer to when consulted on the naming of streets in the future.</p> <p>Youth Councillors suggested that bird names, the names of flowers, berries and other fruits might be appropriate.</p>
9	<p><b><u>TEEN TAKEOVER PLANNING</u></b></p> <p>Youth Councillors considered the upcoming Teen Takeover event and engaged in further planning for the day.</p> <p>The Youth Council suggested that a wildlife photography book might be one suitable prize for the photography competition.</p>

	Youth Councillors suggested that the photo competition require a submission of one photo on the theme of the natural world in Chippenham.
10	<b><u>UPDATES FROM YOUTH COUNCILLORS</u></b> There were no updates from Youth Councillors.
11	<b><u>SOCIAL MEDIA UPDATE &amp; ITEMS FOR COMMUNICATION</u></b> The Youth Council will communicate the details of the Teen Takeover event when appropriate.
12	<b><u>DATE OF NEXT MEETING</u></b> The next meeting of the Youth Council is due to take place on Tuesday 20 February 2024.

The meeting concluded at 5:30pm

These minutes are subject to confirmation at the next meeting

Signed on behalf of the Committee as a true record of the meeting

Chair:

Date:



**CHIPPENHAM  
TOWN COUNCIL**  
Improving the quality of town life

Minutes of a meeting of the Chippenham Youth Council held in the Mayor's Parlour, on Tuesday 20 February 2024 at 4.45 pm.

**Youth Councillors Present:**

Three Youth Councillors were present

**Officers Present:**

Heather Rae (HR), Head of Democratic Services  
Alex Cooper (AC), Democratic Services Officer

13	<p><b><u>APOLOGIES FOR ABSENCE</u></b></p> <p>Apologies for absence were received from three Youth Councillors.</p>
14	<p><b><u>TEEN TAKEOVER PLANNING</u></b></p> <p>Youth Councillors considered the upcoming Teen Takeover event and engaged in further planning for the day.</p> <p>The Youth Council confirmed the details of the photography competition and market stall for the event on 27<sup>th</sup> April 2024. Ideas were shared for the market stall such as a board to ask young people what they would like in the town. The Youth Council confirmed that they would hold a workshop for young people such as a debate on vaping.</p> <p>The Youth Council chose a photograph supplied by the Museum Photo Club for the poster.</p>
15	<p><b><u>COUNCIL DONATIONS UPDATE</u></b></p> <p>Youth Councillors received an update on the groups that had received grant funding from the Town Council at the Council Donations Sub Committee meeting of 08 February 2024 and what these organisations would deliver in the town with this money.</p>
16	<p><b><u>UPDATES FROM YOUTH COUNCILLORS</u></b></p> <p>Youth Councillors shared things they had been working on including an idea around eco-friendly packaging for products.</p>
17	<p><b><u>SOCIAL MEDIA UPDATE &amp; ITEMS FOR COMMUNICATION</u></b></p> <p>There were no specific items suggested.</p>

18

**DATE OF NEXT MEETING**

The next meeting of the Youth Council is due to take place on Tuesday 19 March 2024 at 16:45.

The meeting concluded at 5.30pm

These minutes are subject to confirmation at the next meeting

Signed on behalf of the Committee as a true record of the meeting

Chair:

Date:



Meeting	Full Council
Date	27 March 2024
Report Title	Revision to Investment Strategy
Author	Nick Rees, Director of Resources, Responsible Financial Officer

## 1.0 PURPOSE OF REPORT

- 1.1. To request that councillors consider a recommendation from the Strategy & Resources Committee (S&R) that the Council adopts a revised investment strategy.

## 2.0 INTRODUCTION AND BACKGROUND INFORMATION

- 2.1 Full Council, at its meeting on 22 November 2023, approved delegated authority to the Chief Executive to enter into an agreement for the engagement of a professional specialist investment advice firm on a 3-year retainer contract to provide investment advice to the Council.
- 2.2 Arlingclose, have since been appointed and have given initial advice on the Council's Investment Strategy, which is contained within the Chippenham Town Council Treasury Management Strategy Statement 2024/25 [APPENDIX A].
- 2.3 Currently, the Council has between £2.5 and £5.0m invested in one bank (Lloyds) at any time, and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The Council also has an investment of c£200k in a CCLA Property Fund and has borrowings of c£400k with the Public Works Loan Board (PWLB). Successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
- 2.4 S&R, at its meeting on 28 February 2024, considered a revision to the Council's current investment strategy and recommends that Full Council approves it at this meeting.

## 3.0 INVESTMENT STRATEGY

- 3.1 The Chippenham Town Council Treasury Management Strategy Statement 2024/25 identifies the risks inherent in having a significant cash investment with only one bank and provides a framework for the Council to consider other treasury investment options, with time limits and investment limits for each counterparty.
- 3.2 Arlingclose recommends that as an immediate priority the Council invests in the UK Government's Debt Management Account Deposit Facility (DMADF), with the protection that investing with the UK Government provides, and in Money Market Funds (investment by a professional fund manager in perhaps 20 to 40 different banks) in order to minimise the impact of any one bank defaulting.

- 3.3 The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. This strategy complies with that requirement.
- 3.4 Arlingclose have also provided advice on Environmental, social and governance (ESG) considerations. However, the framework for evaluating ESG considerations is still developing and there are no universally agreed and accepted definitions or standardised measures or ways of assessing ESG. Also, it is extremely difficult to obtain information on banks' investing/lending. So, whilst Arlingclose's advice is that Councillors should be setting an ESG policy for officers to follow, distinguishing ESG from ethical considerations, any meaningful assessment of ESG risks is difficult at best and likely to be prohibitively expensive.

However, the Codes of Practice covering the banking sector include consideration of ESG issues, for example:

- The UN Principles for Responsible Banking - continuously increasing positive impacts while reducing the negative impacts on people and the environment resulting from the bank's activities, products and services;
- The UN Principles for Responsible Investment - incorporation of ESG issues;
- The Net Zero Asset Managers Alliance - are committed to setting an interim target for the proportion of assets to be managed in line with net zero by 2050 or sooner;
- The UK Stewardship Code 2020 - its 12 principles includes ESG issues and approaches;
- The EU Sustainable Finance Disclosures Regulation (SFDR) - sets out how financial market participants have to disclose sustainability information.

Therefore, Arlingclose advise that the section on ESG policy in the Council's revised Investment Strategy includes: "When investing in banks and funds, the Council will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code".

- 3.5 Arlingclose, as the Council's Investment Advisers, provide advice on the investment opportunities, monitor the counterparties and advise the Council on changes to risk. Officers will work within the treasury investment framework approved by Council and make the necessary operational arrangements for the Council's investments directly with the counterparties.

#### **4.0 CONTRIBUTION TO CORPORATE PLAN PRIORITIES**

- 4.1 Corporate Priority - Maintain effective and efficient governance and management of resources.

#### **5.0 STAFFING IMPLICATIONS**

- 5.1 There are no staffing implications.

#### **6.0 FINANCIAL IMPLICATIONS**

- 6.1 The safeguarding of the Council's treasury investment balances, typically between £3.2 and £5.0 million.



## **7.0 LEGAL IMPLICATIONS**

7.1 The Council's treasury activities are regulated by the CIPFA Code of Practice for Treasury Management in the Public Services and the DLUHC Investment Guidance.

## **8.0 CLIMATE AND ECOLOGICAL IMPLICATIONS**

8.1 This report is administrative and does not have any known direct Climate and Ecological impact.

## **9.0 RECOMMENDATIONS**

9.1 That councillors approve a revised Investment Strategy as recommended by the Strategy & Resources Committee.

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# APPENDIX A

## Chippenham Town Council Treasury Management Strategy Statement 2024/25

### Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2021 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

### National Context

**Economic background:** The impact on the UK from higher interest rates and inflation, a weakening economic outlook, an uncertain political climate due to an upcoming general election, together with war in Ukraine and the Middle East, will impact on the Council's treasury management strategy for 2024/25.

The Bank of England (BoE) maintained the Bank Rate at 5.25% in January 2024. The November quarterly Monetary Policy Report (MPR) forecast a prolonged period of weak Gross Domestic Product (GDP) growth. The Office for National Statistics (ONS) figures showed CPI inflation was 3.9% in November 2023. Looking ahead, the BoE expects CPI inflation to continue falling slowly, but taking until early 2025 to reach the 2% target before dropping below target during the second half 2025 and into 2026.

**Credit outlook:** The institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.

**Interest rate forecast (December 2023):** Although UK inflation and wage growth remain elevated, the Council's treasury management adviser Arlingclose forecasts that the Bank Rate has peaked at 5.25%. The Bank of England's Monetary Policy Committee will start reducing rates in 2024 to stimulate the UK economy. Arlingclose sees rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.

### Local Context

On 31<sup>st</sup> December 2023, the Council held £424k of borrowing and £3.2m of treasury investments. This is set out in further detail at **Appendix A**.

## **Borrowing Strategy**

The Council currently holds £424k of loans, a decrease of £38k on the previous year (as the capital is paid off), as part of its historical strategy of funding previous years' capital programmes through borrowing.

**Objectives:** The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

**Strategy:** In recent years the Council has used retained Capital Ear Marked Funds (C/EMF) and Capital Infrastructure Levy (CIL) income to finance its capital programme. Full Council has approved a much reduced C/EMF expenditure programme for 2024/25 based on the current financial position and level of reserves. The Council has set up a Working Party to look at how it can achieve net zero for carbon emissions by 2030. There may be a future requirement for borrowing depending on the options taken and the investment required, particularly with respect to energy efficiency improvements to the Council's buildings and replacement of vehicles with electric versions.

Short-term interest rates are currently at a 15-year high but are expected to fall in the coming years and it is therefore likely to be more cost effective over the medium-term to either use internal resources where possible.

The Council has previously raised all of its long-term borrowing from the PWLB but may consider long-term loans from other sources including banks, pensions and local authorities, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. Full Council will continue to make all decisions on future borrowing.

## **Treasury Investment Strategy**

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £3.2 and £4.9 million, and similar levels are expected to be maintained in the forthcoming year.

**Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to

strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

**Strategy:**

The Council expects to be a long-term investor and treasury investments will therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.

The CIPFA Code does not permit local authorities to both borrow and invest long-term for cash flow management.

**ESG policy:** Environmental, social and governance (ESG) considerations are increasingly a factor in global investors’ decision making, but the framework for evaluating investment opportunities is still developing and therefore the Council’s ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Council will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code.

**Approved counterparties:** The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the limits shown.

*Table 3: Treasury investment counterparties and limits*

<b>Sector</b>	<b>Time limit</b>	<b>Counterparty limit</b>
The UK Government	5 years	Unlimited
Local authorities & other government entities	2 Years	£2m
Secured investments *	1 Year	£1m
Money market funds *	n/a	£3m
Banks (unsecured) *	1 year	£10m
Building societies (unsecured) *	1 Year	£1m
Strategic Pooled Funds (e.g. CCLA Pty Fund)	n/a	£1m

This table must be read in conjunction with the notes below and indicates the risk nature of the type of investment i.e. the least risky investments are at the top, with a greater investment time limit allowed for these investments.

**\* Minimum credit rating:** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account. For entities without published credit ratings, investments may be made where external advice indicates the entity to be of similar credit quality.

**Government:** Investments with the UK Government are deemed to be very low credit risk due to its ability to create additional currency. These investments can include loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk.

Whilst Arlingclose are happy to recommend a time limit of 50 years for investment with the UK Government and 25 years for Local Authorities (indicating the low level of risk), a limit of 5 years is included in the Council's investment strategy for UK Government and 2 Years for Local Authorities, for practical purposes.

Arlingclose's initial recommendation is that the Council invests in the UK Government's Debt Management Account Deposit Facility (DMADF). Here the UK Government allows Local Authorities to invest short term with deposits for a variety of maturity dates up to 6 months. The minimum investment for between 15 days and 6 months is £250k, for 8 days and 14 days months is £500k, and for overnight investment, the minimum investment level is £1m.

**Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in.

**Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. The Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

**Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

**Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, to any UK bank with credit ratings no lower than A- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

**Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly. The Council currently has an investment of c£200k in a CCLA Property Investment Fund.

**Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are Moodys, Fitch and S&P. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008, 2020 and 2022, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and

reduce the maximum duration of its investments to maintain the required level of security.



**Appendix A - Existing Investment & Debt Portfolio Position**

	<b>31/3/23 Actual portfolio £k</b>	<b>31/3/23 Average rate %</b>
<b>External borrowing:</b>		
Public Works Loan Board	£424k	LRC 3.81%
<b>Total external borrowing</b>	<b>£424k</b>	<b>Needd 2.94%</b>
<b>Total gross external debt</b>	<b>£424k</b>	
<b>Treasury investments:</b>		
The UK Government	Nil	
Local authorities	Nil	
Secured investments	Nil	
Banks (unsecured)	£3,001k	1.83%
Building societies (unsecured)	Nil	
Money market funds	Nil	
Strategic Pooled Investments (CCLA)	£214k	Income return 4.74%
Other investments	Nil	
<b>Total treasury investments</b>	<b>£3,215k</b>	
<b>Net investment</b>	<b>£2,791k</b>	

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Meeting	Full Council
Date	27 March 2024
Report Title	War Memorial - Phase 3 Renovations
Author	Matt Kirby - Director of Community Services

## 1.0 PURPOSE OF REPORT

1.1 To seek the approval of Council to proceed with the Phase 3 renovations of the War Memorial.

## 2.0 INTRODUCTION AND BACKGROUND INFORMATION

2.1 The Town Council have previously undertaken maintenance works as the owner of the war memorial.

2.2 In 2014 a program of works was identified by a specialist contractor to repair and protect the war memorial.

- Phase 1 took place in 2015 which included a clean of the memorial to remove the build-up of chemical and biological pollution using minimal intervention techniques, essential limestone mortar repairs and apply a shelter coat to further protect the war memorial.
- Phase 2 was undertaken in 2017 which included the replacement of a new Hornton Stone Cap that had severely eroded and repoint where necessary with Natural Lime Mortar. The repainting of the inscribed lettering with Gold Enamel was undertaken.

2.3 The original Phase 3 plans were delayed due to the Covid Pandemic, and are now overdue for attention.

2.4 The Council has received several concerns from the public and partners relating to the deteriorating condition of the war memorial.

2.5 On 6<sup>th</sup> March 2024 the Amenities Culture and Leisure Committee RESOLVED that:

- i) Councillors supported the proposed Phase 3 works to the War Memorial.
- ii) Councillors supported requesting additional unbudgeted expenditure of £24,247 from Full Council to enable completion of the works in Summer 2024.
- iii) Councillors recommended to Full Council to consider additional wording to commemorate the lives of all service animals from the Chippenham area that have died during human conflict, which could be included on the civilian memorial below the names of those killed. Councillors noted that this proposal would be consulted with the Royal British Legion and cost implications would be included in the report to Full Council.

### **3.0 PHASE 3 DETAILS**

- 3.1 The Phase 3 works will concentrate on the Plinth area. The works will focus on a number of defined mortar repairs to all plinth areas, and the replacement of the column base at the junction of the South/East elevation.
- 3.2 Conservation steam cleaning and a two tone shelter coating to the structure will be applied. Note: shelter coating is a sacrifice coating that protects the eroding facade, by facing the elements and eroding saving the facade of the masonry from erosion.
- 3.3 A plaque will be produced and installed, containing the names of at least 11 civilians killed during the Second World War in Chippenham. These works were previously approved by ACL on 03<sup>rd</sup> March 2021. The works were originally proposed as a project by a Civic Partner who was applying for a grant from the Heritage Lottery Fund. To ensure prudent completion it is proposed that these works now form part of the Phase 3 specification.
- 3.4 Works are proposed to be completed during Summer 2024 and would be of approximately 1 month duration.
- 3.5 The specialist contractor has quoted £24,247 for completion of the works.
- 3.6 The Royal British Legion has been informed of the intention to include additional wording to commemorate the lives of all service animals from the Chippenham area that have died during human conflict, on the civilian memorial below the names of those killed. The Chippenham Branch have confirmed their full backing for the inclusion of the proposed additional wording.
- 3.7 The specialist contractor has indicated that the addition wording would be unlikely to increase the costs of the works, but it is recommended that an additional £750 be allocated to cover this cost should it be required due to possible need for a larger plaque.

### **4.0 CONTRIBUTION TO CORPORATE PLAN PRIORITIES**

- 4.1 The Phase 3 works to the War Memorial will contribute to the following corporate plan priorities:
- Provide and develop facilities and services that promote Chippenham as an attractive and vibrant market town and celebrate its rich history, heritage, and culture.

### **5.0 STAFFING IMPLICATIONS**

- 5.1 There are none identified.

### **6.0 FINANCIAL IMPLICATIONS**

- 6.1 The specialist contractor has quoted £24,247 for the works. It is recommended that a further £750 is budgeted to cover the proposed additions to the plaque.

## 7.0 CLIMATE AND ECOLOGICAL IMPLICATIONS

7.1 Does the proposal/project/activity affect the environment in any of the following ways?

Type of impact	Long lasting positive impact	Short term or limited positive impact	No known impact	Short term or limited negative impact	Long lasting negative impact
Land use			x		
Soil and waterbody health			x		
Biodiversity			X		
Greenhouse gas emissions			x		
Water resources			X		
Pollution			x		
Air quality			x		
Materials economy			X		
Climate change adaptation			X		

## 8.0 LEGAL IMPLICATIONS

8.1 The necessary Listed Building Consent was approved for these works in 2014 - there is no expiration date for the implementation of phase 3 since the initial phase 1 works commenced within the required 3 year period.

## 9.0 RECOMMENDATIONS

9.1 It is recommended that Councillors;

- i) Support the proposed Phase 3 works to the War Memorial.
- ii) Support the addition of wording to commemorate the lives of all service animals from the Chippenham area that have died during human conflict, on the civilian memorial below the names of those killed.
- iii) Request additional unbudgeted expenditure of £24,997 to enable completion of the works in Summer 2024.

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Meeting	Full Council
Date	27 March 2024
Report Title	Consultation of draft Community Safety Plan 2024-28 (Dorset & Wiltshire Fire and Rescue Authority)
Author	Heather Rae, Head of Democratic Services

## 1.0 PURPOSE OF REPORT

1.1 To consider a Town Council response to Dorset & Wiltshire Fire and Rescue Authority's (DW Fire) consultation on their draft Community Safety Plan 2024-28 (**APPENDIX A**).

## 2.0 INTRODUCTION AND BACKGROUND INFORMATION

2.1 The Town Council were contacted in February 2024 requesting any comments on DW Fire's ongoing consultation.

2.2 The fire and rescue authorities have a statutory duty to produce a Community Risk Management Plan, this Community Safety Plan sets out key challenges and risks for DW Fire and how these will be addressed.

2.3 The consultation runs from 9am on 09 February to 9am on 03 May 2024.

## 3.0 CONSIDERATION OF RESPONSE TO CONSULTATION

3.1 The draft Community Safety Plan 2024-28 and supporting and consultation information are available on the DW Fire website here: <https://www.dwfire.org.uk/about-us/who-we-are/draft-csp-2024-28-consultation/>

3.2 This is open to all stakeholders of DW Fire such as residents, local businesses, partners, voluntary groups or charities until 9am on 03 May 2024.

3.3 A form is provided for responding to the consultation or comments can be submitted by email, Councillors are asked to consider responses to the following questions:

- How clear did you find the plan in setting out our direction? (1-5, 1 not at all clear and 5 very clear)
- Is there anything you feel we have missed in the plan?
- Is there anything you would like to add?
- How useful did you find the supporting video? (1-5, 1 not at all useful and 5 very useful)

## 4.0 CONTRIBUTION TO CORPORATE PLAN PRIORITIES

4.1 The response to the DW Fire Consultation on their draft Community Safety Plan 2024-28 will contribute to the following corporate priorities;

- Play an active role in the future development of the town through collaboration with partners, stakeholders, and our community.
- Maintain effective and efficient governance and management of resources.

## **5.0 STAFFING IMPLICATIONS**

5.1 There are no staffing implications.

## **6.0 FINANCIAL IMPLICATIONS**

6.1 There are no financial implications.

## **7.0 CLIMATE AND ECOLOGICAL IMPLICATIONS**

7.1 This report is administrative and does not have any known direct Climate and Ecological impact.

## **8.0 RECOMMENDATIONS**

8.1 That Councillors consider DW Fire’s draft Community Safety Plan 2024-28 and provide comments to be included in response to the below questions. That the Chief Executive be delegated authority to collate and submit these as the Town Council response to the consultation:

- How clear did you find the plan in setting out our direction? (1-5, 1 not at all clear and 5 very clear)
- Is there anything you feel we have missed in the plan?
- Is there anything you would like to add?
- How useful did you find the supporting video? (1-5, 1 not at all useful and 5 very useful)



# Community Safety Plan

2024–2028



DORSET & WILTSHIRE  
FIRE AND RESCUE  
AUTHORITY

# Foreword



Cllr Rebecca Knox

Chair of the Fire and  
Rescue Authority

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Ben Ansell QFSM

Chief Fire Officer

Welcome to our Community Safety Plan. This plan provides you with an opportunity to see the work we do to keep you safe as possible and how we plan to tackle the many challenges we face. It is set out against our five key priorities:



**Helping you to make safer and healthier choices.**



**Protecting you and the built environment from harm.**



**Being there when you need us.**



**Making every penny count.**



**Supporting and developing our people.**

These priorities help us to focus our work and the resources needed to make Dorset and Wiltshire safer places to live, work and visit.

We take pride in our achievements and we are always looking at how we can improve and strengthen our services. We were really pleased with our inspection results published in January 2023, where His Majesty's Inspectorate of Constabulary and Fire & Rescue Services awarded us with the following gradings:



**'Good'** for our effectiveness in providing a service that keeps people safe and secure.



**'Outstanding'** for our exceptional ability to manage resources efficiently.



**'Good'** for how we look after our people.

Despite our services costing less than other fire and rescue services in England, we continue to face financial uncertainties and difficulties. Remaining financially sustainable whilst addressing increased and new costs is of the utmost importance to us. Alongside this financial challenge, we need to maintain the support of on-call firefighters now and in the future. They do a fantastic job but face difficulties balancing their home and professional lives against the need to respond at a moment's notice to fires and other emergencies. This plan sets out our work and future plans for how we intend to deliver on our priorities and meet these and many other challenges.

We hope you enjoy reading it. Please let us know what you think, or if we are missing anything important to you. You can find ways to make contact and give us feedback on page 79.



Watch for these symbols throughout the plan. They will show you where we are paying special attention



to Equality, Diversity & Inclusion and environmental sustainability.



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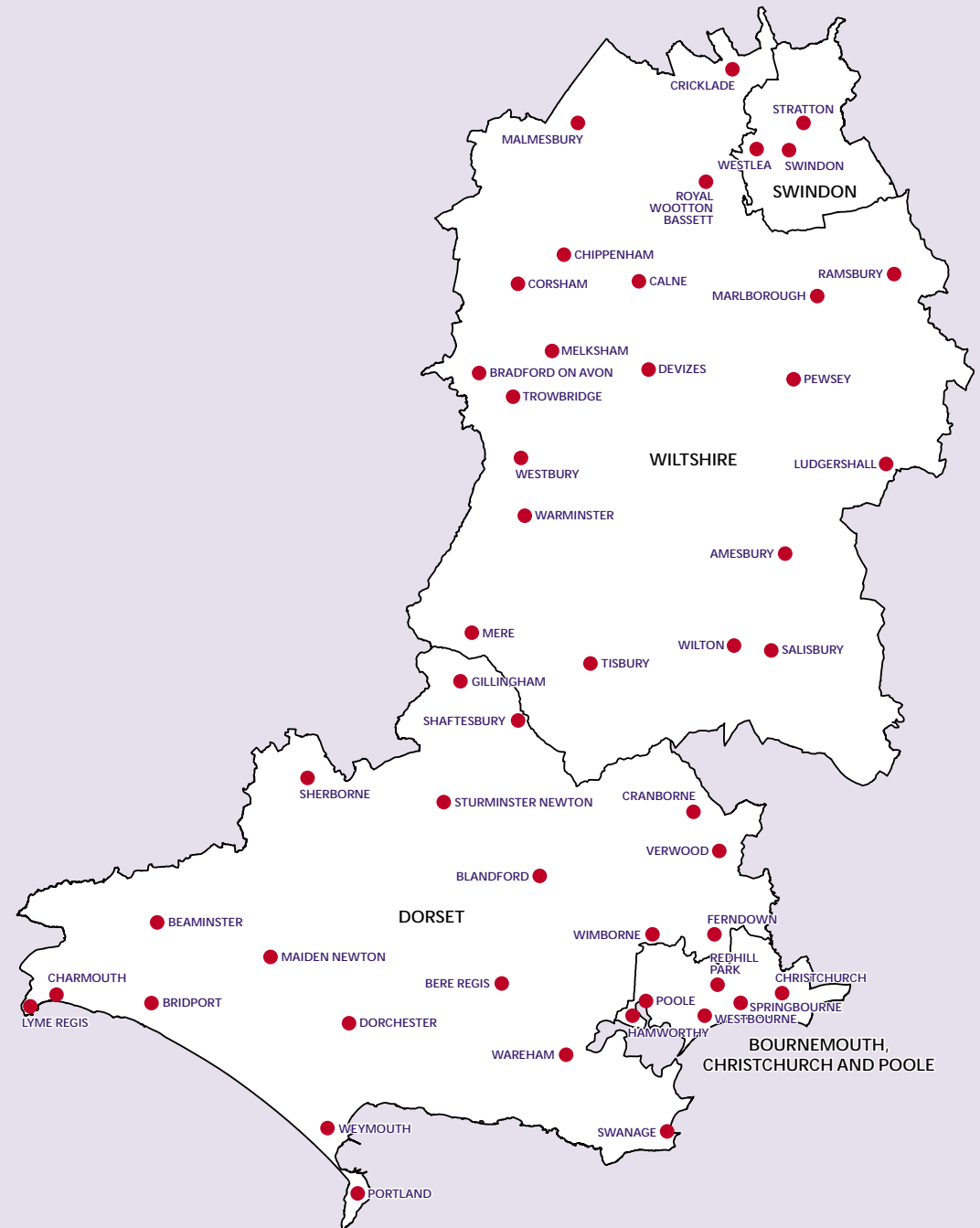
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# About this Community Safety Plan

All fire and rescue authorities in England are required to produce a Community Risk Management Plan, as set out in the Fire and Rescue National Framework for England (2018). This plan needs to cover at least three years and demonstrate:

- an awareness of the risks to the communities
- how we will plan to prevent fires and other emergencies
- how we will handle emergencies
- how we enforce the laws for fire safety

Fire and rescue authorities also have to consult with our communities and staff in writing it.

This Community Safety Plan is our Community Risk Management Plan.

To help create our Community Safety Plan, we always have one eye on the future by conducting a detailed analysis of areas we think may impact our community or our Service. This is called the Strategic Assessment of Risk. This helps us ensure our planning and decision making is aligned to the current and future environment we operate within. This Community Safety Plan tells you how we will tackle those risks and challenges. It also tells you how we're going to be even more effective during the lifetime of the plan.

To support our Community Safety Plan, we have undertaken a detailed Fire Cover Review. We look carefully at the incidents in the station area and the significant risks and

vulnerabilities within the local communities. Using this data and intelligence helps us to establish and assure ourselves that we are doing the right things, at the right time with the right resources.

We monitor the delivery of this plan on a regular basis through our performance management arrangements. This is all overseen by our Fire and Rescue Authority Members and our auditors. In addition to being a requirement of the Fire and Rescue National Framework for England, it is through consultation on our Community Safety Plan that we demonstrate compliance with our best value duty under the Local Government Act 1999. We consult on arrangements to secure continuous improvement in the way in which our functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

# Our Service at a glance



We employ  
**1,350**  
members of  
staff




...and serve  
**1.45m**  
residents



We respond to about  
**15,000**  
incidents a year



We cover over  
**2,350**  
square miles...



Over  
**29%**  
of community over  
60 years old



Funded from a  
budget of  
**£65.9m**



We have  
**50**  
fire stations...



We have over  
**70**  
fire engines...

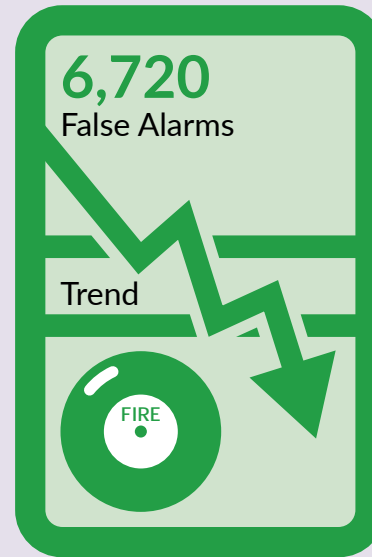


...crewed by on-  
call and wholetime  
firefighters



...plus a large  
number of  
specialist support  
vehicles

# How our operational demand is changing



All figures are for 2022-23.



# Prevention: Helping you to make safer and healthier choices



## Effectiveness

How effective is the FRS at preventing fires and other risks?

## Focusing on keeping our communities safe

Our main objective is to stop incidents from happening and to keep everyone safe through education and changes to risky behaviour. We team up with other agencies to provide targeted and effective services, sharing information and finding ways to save money for the public. Through this work we are always learning and improving our risk reduction programmes.

## From looking at our Strategic Assessment of Risk we expect:



more individuals and households needing our help to prevent serious injuries or deaths from fire and to avoid unnecessary hospital stays

We work with our partners to help prevent:



injuries and deaths from fire



drowning incidents



injuries and deaths on roads



emergency calls



anti-social behaviour and arson



environmental harm from outdoor fires



Together with our partners, we aim to:



work more closely with vulnerable people in our communities



run programmes that reduce risks



get even more funding to support our Prevention work



spread important safety messages





# Prevention: Helping you to make safer and healthier choices

## Making safer and healthier choices

In the past year, we completed 9,712 Safe & Well visits and 408 of those were because partners referred them to us. Our partners share information with us about the most at-risk people in our

communities. We also get safeguarding referrals from other blue-light services and other partners which help us to prioritise our visits to the homes at higher risk.

We are part of key partnerships that tackle health inequalities. We are expecting our aging population to increase and more people living with disabilities in our communities. Through working together we help to support independent living, lower home injuries, and lessen the impact on public services.

We are always looking to identify those at high risk of fire to focus our help where it is most needed.

Here are the high-risk factors we currently use in prioritising our Prevention work:

- being over 70 years old
- children under 11, especially under five who might be less able to escape
- being male
- smokers
- living alone
- having a disability or long-term health condition (like Dementia)

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## What we are doing

### We are:

- assessing who is most at risk so we can help them
- strengthening and growing our partnerships
- getting funding from public, private, and voluntary sectors to give extra support and resources to meet community needs
- engaging with community groups to share important safety messages
- checking how well our activities work to make sure they are effective and save money
- using volunteers to help with specific activities

## What we plan to do

### We will:

- reach more high risk homes and offer personalised support
- work closely with housing providers to support households and help them meet their legal responsibilities
- keep improving our Safe and Independent Living plans with key partners
- spread fire safety messages through social media and our website

# Prevention: Helping you to make safer and healthier choices

## Road safety

Across both Dorset and Wiltshire, we have a variety of types of roads. This includes our main routes like the M4, A303, A30 and A35 as well as busy urban roads and narrow country lanes. We know that 20% of the people injured on these roads are between 16 and 24 years old. This is why we are really focusing on educating young drivers, working with schools and colleges to teach them about road safety to help change how they behave on the road. Through this work we team up closely

with Dorset Road Safe and the Wiltshire and Swindon Road Safety Partnership. We also join forces with partners for other safety events like educating older drivers, checking child car seats, and running Biker Down sessions. A lot of British Army personnel are based across our Service area, and we have a bespoke targeted programme called “Survive the Drive” just for them. We do this because our data tells us that they have a high risk of being involved in a road traffic collision.



## What we are doing



### We are:

- partnering up with road safety groups to make our roads safer and lower the number of accidents
- teaching young people about road safety, especially focusing on helping new and not-so-experienced drivers change their road behaviour
- running Survive the Drive for military staff
- supporting and leading Biker Down sessions

## What we plan to do

### We will:

- keep working with road safety groups to reduce how many people get hurt or seriously injured in road accidents
- keep finding new and even better ways to talk to those who use the roads the most, making sure our roads become safer for everyone



# Prevention: Helping you to make safer and healthier choices

## Education for safety: empowering tomorrow's guardians

Our education programmes for children and young people cover fire, road, and water safety. They are designed to transform learners into safety superheroes. We want them to be champions of safety in their homes, on the roads, and wherever their adventures take them. We deliver these fun safety lessons through schools, other educational settings and youth groups.

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Families with children are more likely to be impacted by fire incidents. This is why it is crucial that everyone at home knows what to do in case of a fire. This includes understanding smoke alarm signals and taking proactive steps to prevent fires. Additionally, with the increase in use of electronic devices, we highlight electrical safety to ensure everyone stays safe in this digital age. This includes working with the

National Fire Chiefs Council on educating people on safe charging and use of e-bikes and e-scooters.

As climate change hits us all, hotter and drier weather has heightened the risk of wildfires, especially across our heathland areas.

Deliberate firesetting, disposable BBQs, and campfires are significant concerns. Our goal is to equip children with the right decision-making skills necessary to navigate risks. As they mature, our aim is to guide them toward a lifestyle that is not just safe but also responsible.

Warm weather also brings a heightened risk of drowning incidents as people are drawn to open water. Shockingly, nearly half of UK drownings happen when individuals never intended to enter the water. Furthermore, a considerable percentage of children aged

7-11 lack the ability to swim unaided for 25 metres. Collaborating with the National Water Safety Forum, our aim is to spread water safety awareness and reduce water related risks though partnering with these relevant organisations.

- for every £1 invested in our Safe & Well activities last year we estimate that there was a societal return of £7
- for each £1 we invest in our Firesetters scheme we generate a societal saving of £10.63
- as a result of our safety education initiatives, we estimate that the potential societal savings from these safety messages delivered in 2022-23 was £8.2m

## What we are doing

### We are:

- teaching fire safety in schools to empower young people with essential safety know-how
- developing safe decision making in the younger generation, within higher education institutions
- implementing a specialised Fire Safety Intervention Programme for individuals engaging in risky behaviours like deliberate firesetting
- working with partners to help reduce fires sparked by BBQs and campfires
- partnering in the National Water Safety Forum's efforts in reducing water-related risks

## What we plan to do

### We will:

- develop and share safety lessons covering fire, outdoor safety, and water safety
- provide educators with resources to get our safety messages across
- aim to reach every family member and strengthen home environments with safety awareness
- promote the safe use of e-bikes and e-scooters as well as other electronics

# Protection: Protecting you and the built environment from harm



**Effectiveness**  
How effective is the FRS at protecting the public through the regulation of fire safety?

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## Safer buildings, businesses and places

We work hard in strengthening fire safety measures to protect both individuals and properties. This work also protects the wellbeing of our firefighters, by understanding potential risks associated with differing buildings before emergencies arise.

The Fire Safety (England) Regulations 2022, that came into force in January 2023, places greater responsibility on building owners to maintain communication with fire and rescue services. They

have to disclose essential building safety information and equipment details, including the reporting of any faults in fire safety systems that could impact firefighting responses.

The Building Safety Act 2022 is set to become law in February 2024. This will see fire and rescue services actively supporting the Building Safety Regulator (Health and Safety Executive). This collaboration includes providing technical fire safety guidance during the planning and design stages of tall buildings.

## From looking at our Strategic Assessment of Risk we expect:



that there will be greater demand on our Service due to fire safety legislation changes





## Connecting with businesses for safer communities

In the past year, our teams engaged positively with 5,971 local businesses, providing 1,653 consultations on building regulations and completing 842 fire safety audits, all adhering to legal timelines.

Our aim is to help building managers to meet their legal obligations and to help them protect their building and the people using them from fire hazards. Our fire safety audits prioritise high risk buildings or those beyond our ten-minute response area for life-endangering situations.

We work with those responsible for building safety to advise and educate them, however, when it is necessary, we take decisive enforcement actions against practices that may endanger lives.

We engage with architects, planners, and building control bodies to improve safety even before construction begins. We continue to use partnerships with Trading Standards, Environmental Health, and Local Authority housing teams to ensure safety measures seamlessly integrate into building design and usage. For instance, advocating for sprinkler systems in high risk

settings like high-rises, schools, and residential care homes. Our firefighters conduct fire safety checks, focusing on lower risk premises, offering guidance to business owners. This approach enables our specialised Fire Safety Officers

to concentrate on high risk properties.

Our approach aims to save lives, reduce false alarms, and mitigate the considerable economic impact fires can have on local businesses and the economy.





# Protection: Protecting you and the built environment from harm

## What we are doing

### We are:

- guiding business owners with fire safety obligations to achieve best practice
- collaborating with partners to ensure information sharing for effective enforcement of fire safety regulations
- systematically providing risk information to our firefighters and frontline staff
- targeting action on those most vulnerable to fire and other emergencies
- enhancing our fire safety and enforcement response mechanisms
- further upskilling our staff to meet new standards and competencies

## What we plan to do

### We will:

- continue our fire safety enforcement strategy and Risk-Based Intervention Programme
- comply with statutory requirements to minimise fire risks
- prioritise high risk areas, taking proportionate actions to mitigate risks and ensure accountability
- regularly update and share clear information on our website
- maintain compliance monitoring and if necessary, enforcement of fire safety legislation
- focus on high fire risk premises through the Risk-Based Intervention Programme
- reduce excessive Automatic Fire Alarm (AFA) activations

## High-rise buildings

Since the Grenfell Tower fire in 2017, ensuring the safety of residents and our firefighters in high-rise residential buildings has continued to be a priority for us. We

have taken extensive measures including visiting every high-rise residential building in our area, engaging with resident groups, and conducting familiarisation visits to provide

guidance and assurance. As new learning and legislation take shape, we actively participate in the national working group as well as through the National Fire Chiefs Council.





## Protection: Protecting you and the built environment from harm

### What we are doing

#### We are:

- conducting systematic and thorough fire safety audits of high-rise residential buildings
- re-inspecting premises based on past risk and compliance scores or during structural work
- conducting audits to address emerging trends or areas of lower compliance found during enforcement activities
- undertaking reactive audits based on local intelligence or referrals, especially post-fire incidents or instances of Automatic Fire Alarm activations
- further strengthening our quality assurance processes
- collaborating with partners to ensure proportionate enforcement actions
- supporting the implementation of the Building Safety Regulator

## What we plan to do

### We will:

- prioritise inspections of high risk buildings and premises based on their risk and compliance scores
- conduct audits to tackle emerging compliance issues
- react promptly to local intelligence and referrals from enforcing authorities
- train our staff in line with National Fire Chiefs Council Competency Framework for Fire Investigation
- ensure we have effective information sharing and defect reporting processes as mandated by the Fire Safety (England) Regulations for the benefit of our fire crews
- continuously conduct emergency drills to test evacuation plans
- implement the outcomes from Phase 2 of the Grenfell Tower Inquiry

# Protection: Protecting you and the built environment from harm

## Thatch properties and heritage buildings: preserving history

In Dorset and Wiltshire we have 22,613 listed properties, including iconic landmarks like Bournemouth Town Hall, Kingston Lacy, the Great Western Railway heritage buildings, and Salisbury Cathedral. We work closely with those responsible for these buildings, ensuring regular safety audits are undertaken. We have site-specific risk information for these significant premises to ensure our firefighters know about the risks that are there.

Our Service has the highest number of thatched properties in the UK (more than 10% of the national total). Whilst thatched roofs are not statistically more prone to catching fire than those with conventional roofs, the impact of a fire in such properties can be significantly greater. On average, the UK sees between 60 to 80 thatched properties succumbing to fires each year. Each incident

often requires the attendance of over 50 firefighters and at least eight fire engines, sometimes for a period of 24 hours or more.

To combat this, we seek to prevent fires in these unique properties through safety

campaigns. Our firefighters also undergo specialised training to tackle fires in thatched properties, and we continually explore and assess the latest firefighting equipment to provide the most effective response to such incidents.



## What we are doing

### We are:

- focused on further reducing emergency calls to heritage premises
- advocating for the use of fire suppression systems and advanced detection tools
- offering comprehensive educational resources to owners of thatch and heritage properties

## What we plan to do

### We will:

- work with our partners to promote educational messages
- maintain close links with our Local Resilience Forums to enhance emergency response plans
- equip our frontline staff with clear and current risk information
- strengthen our pre-planning and salvage arrangements with building owners and managers

# Protection: Protecting you and the built environment from harm

## Tackling wildfires and extreme weather

The Wareham Forest fire in May 2020 marked one of the most devastating forest and heath fires in recent memory, ravaging an area equivalent to 230 football pitches. It is believed to have been ignited from a discarded disposable BBQ, leaving a trail of

destruction:

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- over 430 firefighters battled for more than two weeks to contain the fire
- additional costs of over £570,000
- this catastrophe not only led to the loss of vital habitats and numerous wildlife but also demanded extensive recovery efforts from conservationists

After this, during the Spring and Summer of 2022, a large number of wildfires occurred including a fire at Canford Heath in Poole, which forced the evacuation of 20 properties and scarred 500 square meters of vital heathland.

Scars left by disposable BBQs and campfires mark our woodlands, parklands, and forest areas. These wildfires pose a significant risk to people, property, and wildlife. Through collaboration with organisations and businesses, we are continuing to work to prevent such tragedies.

A policy has now been put in place to prohibit disposable BBQs and campfires at country parks owned by Dorset



© Sebastian Wakenshaw



Council. To locate where these activities are banned, check the interactive map on our website. There is also signage at country parks and countryside sites, ensuring visitors are well-informed.

From July 2022, a new Public Space Protection Order relating to BBQs and other fire-related activities has been enforced in three forestry locations, including Wareham Forest. Failure to comply can result in fines. Warning signs are placed along critical roads during heightened wildfire risk periods to make people using the forests aware of the risks.

Additionally, the Urban Heaths Partnership initiated the Operation Heathland campaign, spotlighting the Canford Heath Fire. This partnership, alongside other agencies, has erected 'no fires or BBQs' banners across

heathland areas, reinforcing the prohibition of BBQs in these zones. Wardens vigilantly patrol these areas to enforce the ban.

The Firewise project is an example of this work. Through this we have been working hand-in-hand with communities near

heathlands, offering practical advice and strategies to safeguard their properties from fire risks. If your community wishes to join the Firewise initiative, reach out via email at [firewiseuk@dorsetcouncil.gov.uk](mailto:firewiseuk@dorsetcouncil.gov.uk). Together, we can strengthen our communities against the threat of wildfires.



# 999 Response: Being there when you need us



## Effectiveness

How effective is the FRS at responding to fires and other emergencies?

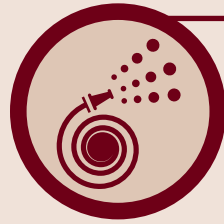


## Effectiveness

How well prepared is the FRS to respond to major and multi-agency incidents?

## Responding quickly when you need us

We continue to:



ensure our firefighters are highly trained with the best possible equipment, giving the most effective response to all incidents



work with our Local Resilience Forums and neighbouring fire and rescue services to provide a coordinated regional response to large scale incidents



support our partners, providing specialist response where required including capabilities such as swift water rescue, flood rescue, rescues from height, rescues from confined space, specialist bariatric rescue (person with a body mass index above 40), large animal rescue, hazardous materials advice



provide the availability of specialist assets for response at a national level, including Specialist Water Rescue teams, High Volume Pump teams, Wildfire Tactical advisors, Chemical, Biological, Radiological and Nuclear Tactical Commanders and Strategic Commanders

## Our response in 2022-23: a snapshot

In the past year we have responded to 14,668 incidents, including 3,377 fires. Of these fires, 929 were deliberate, 2,448 were accidental and during our attendance at these incidents, 118 lives were saved. Notably, accidental dwelling fires have reduced by 11.5% over the last five years, showing our sustained progress with our prevention work.

Our focus on unwanted fire signals is divided between commercial (28%) and domestic (72%) alarms. Together these constitute 44% of all our calls, so we are working hard to reduce the impact these have on our availability to provide a response for other emergencies and our safety work.

Focusing on life risk, our response standards are based on the University of Exeter's research on fire survivability. We will achieve

a 10-minute response time on average for the first appliance in attendance at confirmed fires in sleeping risk premises (this includes call handling, turnout and travel time), and 13 minutes on average for the second fire engine. For other buildings, our standard is 10 minutes on average for the first fire engine and 15 minutes on average for the second.

In rural areas, achieving these response targets is not without its challenges. These homes and buildings are often in remote locations or on narrow lanes. In these areas we work with our partners to focus on working with the most vulnerable in our community.

Recruiting and retaining on-call firefighters across 46 of our 50 stations remains vital to the availability of our fire engines and maintaining our response times.

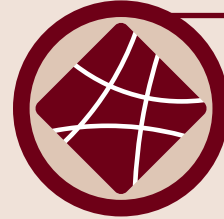


# 999 Response: Being there when you need us

From looking at our Strategic Assessment of Risk we expect:



challenges regarding the diversity of our workforce not being sufficiently reflective of the community we serve



a need to engage and resource the Emergency Services Network



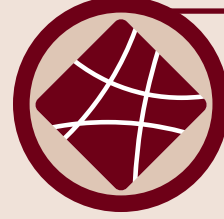
ongoing challenges with recruitment, retention and availability of on-call firefighter resources



a need for a Communications Programme to improve future resilience of communications and incident management



a need to amend and invest in the duty system worked at Amesbury Fire Station



challenges regarding sustainability of the Networked Fire Services Partnership



a need to strengthen our Service Control Centre

## What we are doing

We are:

- introducing a daytime duty crewing system at Amesbury Fire Station seven days a week, with an on-call firefighter team available throughout the night time hours, improving fire engine availability and meeting an increasing community risk
- undertaking a significant programme of training and exercising with multi-agency partners and neighbouring fire and rescue services
- continuing to ensure our firefighting arrangements conform to national guidance and standards
- continuing to ensure an integrated and risk-based approach is taken to deployment of prevention and protection resources outside the areas where we cannot achieve our response times
- ensuring our firefighters have access to accurate and current risk information
- monitoring Automatic Fire Alarms, and working to reduce repeat incidents
- reviewing our emergency response arrangements
- carrying out regular contract reviews with our on-call staff to ensure we maximise fire engine availability with a flexible approach to training
- continuing to support our colleagues in the other emergency services
- continuing to develop local station risk profiling to help focussed community safety activity especially where we cannot reach our attendance times
- working with the police, local authorities and others to explore new and joint ways of reducing deliberate fires

# 999 Response: Being there when you need us

## What we plan to do

### We will:

- review the efficiency and productivity of our fire stations, including the number and type of response vehicles needed, in relation to the risks, demand, and future financial sustainability
- invest in new operational equipment and personal protective equipment
- invest in new fire engines and specialist vehicles including off-road vehicles
- continue to chair the National Fire Chiefs Council On-call Working Group
- strengthen the recruitment and retention of on-call firefighters with targeted recruitment using social media and access to community groups
- modernise our incident command and Fire Control arrangements, including upgrading the mobilising system
- review the shift systems our firefighters are working considering demand, risk, and future financial sustainability whilst maximising productivity

## Communications, Fire Control and the Networked Fire Services Partnership

Currently emergency services use a system called Airwave to communicate. This is coming to the end of its lifetime and will be replaced. The next generation of emergency service communications is called the Emergency Services Network and will include replacement radios and improve the ways we pass information and data.

our response to incidents, as part of our Networked Fire Services Partnership. Through this we are part of three fire and rescue services who have integrated their control rooms. The fire and rescue services in this partnership with us are Hampshire & Isle of Wight, and Devon & Somerset.

This means that wherever you are within the Networked Fire Services Partnership you will receive the nearest appropriate resource for your emergency. Working together with these services ensures you will get a fast, efficient and resilient response to any emergency.

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We use modern technology to mobilise our fire engines to emergencies. This allows a quick and accurate response with the most relevant resources. Our mobilisation software ensures we have good command and control over incidents and enables important information to be passed between Fire Control and the crews at the incident.

We continue to collaborate with other fire and rescue services, to strengthen



# 999 Response: Being there when you need us

## What we are doing

We are:

- preparing for the procurement of the next generation of mobilising system
- maintaining involvement in the Emergency Services Network
- assessing, prioritising and developing new partnership opportunities to further enhance the effectiveness of the Networked Fire Services Partnership

## What we plan to do

We will:

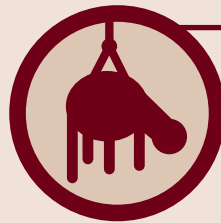
- procure a new command and control system for our Fire Control
- develop a partnership wide evaluation framework to highlight benefits of the Networked Fire Services Partnership



## Specialist response: tackling challenges, nurturing safety

Climate change is reshaping the world, bringing a host of challenges from heatwaves, floods, droughts, through to fiercer and more frequent fires. Drier seasons increase grass and heathland fire risks, while hot summers draw people to water, increasing water rescue incidents. When winter arrives, we expect river floods and surface water incidents. Each scenario demands a coordinated and technical rescue response. As our climate shifts, we continue to evolve our response to meet our community's needs.

In the past three years, our Service has been busy with Technical Rescue—235 (2019-20), 211 (2020-21), and 283 (2021-22) mobilisations in each year, offering a response in five specialised areas:



large and small animal rescue



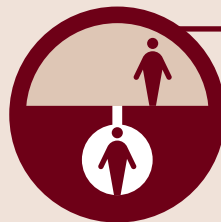
specialist rope rescue



carrying out bariatric rescues with our partners



rescue from water including rivers, lakes and floods



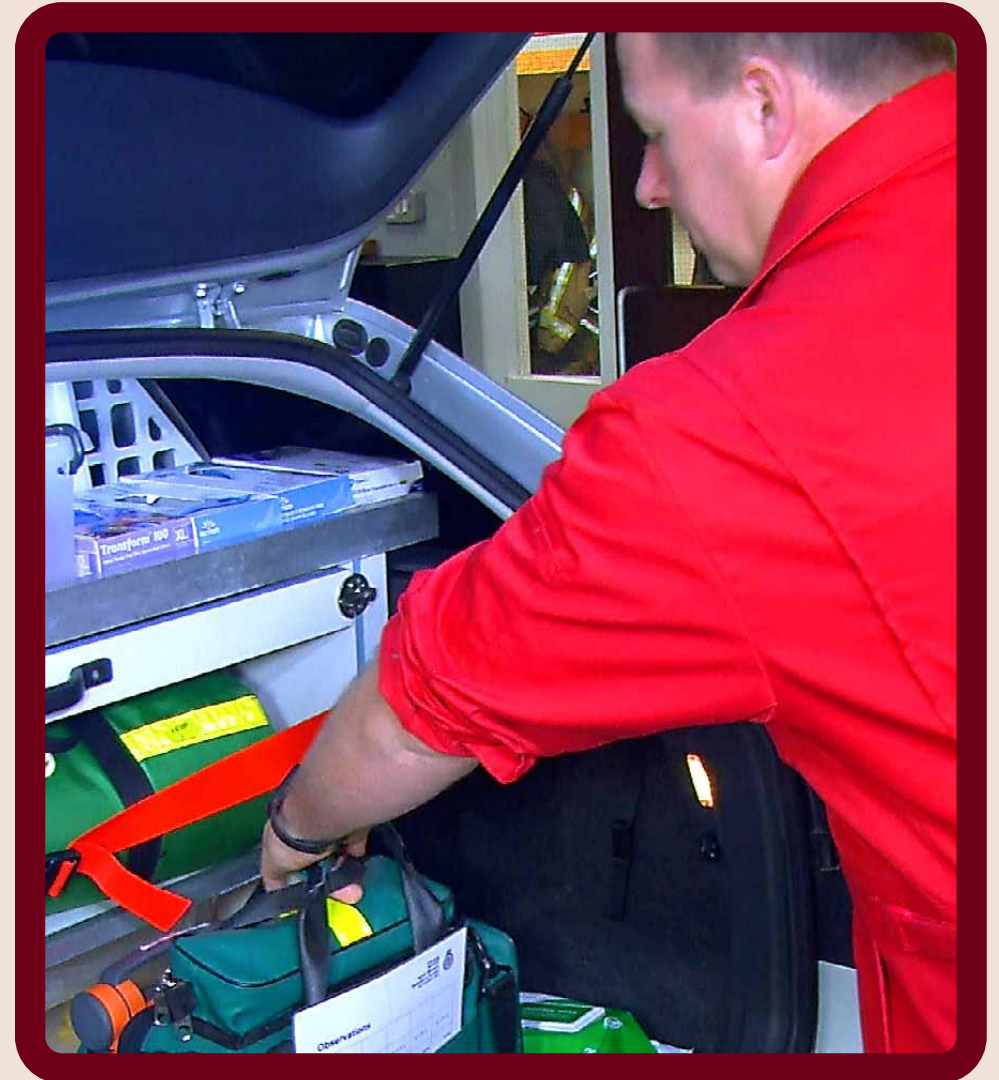
rescuing people from confined spaces

## 999 Response: Being there when you need us

### Lifesaving partnerships:

Through our collaborative work with the ambulance service, we have taken on a role previously undertaken by our police forces, by responding where a person has collapsed behind closed doors. Of our non-fire related calls 30% are assisting members of our communities who have collapsed behind closed doors'. We have responded to 561 (2019-20), 618 (2020-21), and 600 (2021-22) of these in the last three years. It is estimated that this provided our police forces savings of £56,000 per year since 2019.

Our firefighters are casualty care trained, which is crucial for when they are arriving first on scene at an emergency. This means immediate and life-saving treatment can be started prior to other emergency services attending. We also use this skill to support our communities and ambulance colleagues by operating a Co-Responder scheme at 13 of our stations across our Service area. Co-responding is where our specially trained firefighters provide additional response where they would be quicker than an ambulance. This ensures that the public get the fastest assistance to their emergency.





## What we are doing

We are:

- improving our technical rescue capabilities with strategically placed teams, enhanced bariatric and animal rescue services, and equipping our fire engines with the right tools to assist with gaining entry to premises
- improving wildfire prevention and education through partnerships with Urban Heaths Partnership, the Firewise project, and wildfire tactical advisors to protect our natural spaces
- training more officers to become Water Incident Managers
- investing in operational equipment and personal protective equipment, ensuring our firefighters have the tools they need to face any challenge head-on

# 999 Response: Being there when you need us

Together, we are crafting a safer future, one strategic step at a time.

## What we plan to do



### We will:

- continue working closely with our Local Resilience Forums in the preparation of emergency response plans, training and exercising
- ensure we have additional Wildfire Tactical Advisors able to support our firefighters and to be deployed nationally for the quick and safe resolution of a wildfire
- replace our existing specialist off road firefighting vehicle
- work with our partners in the Networked Fire Services Partnership to maximise efficiency and consistency of cross border mobilisations
- train a number of our officers as Wildfire Support Officers, increasing our specialist response to fires affecting our natural environment
- increase the number of occasions when we appropriately charge for our special rescues

## National and regional threats: prioritising preparedness

We actively work as part of our Local Resilience Forums to identify and react to potential threats to our communities at a national, regional and local level.

The Government's Counter Terrorism Strategy, CONTEST, places a significant emphasis on 'Prevent'. This aspect of the strategy is focused on preventing people becoming radicalised before they commit acts of terror. We concentrate our efforts on identifying issues such as potential radicalisation and modern slavery. Our partnership with both Police Forces and the Local Resilience Forums is crucial in spotting and referring such concerns.

By monitoring emerging risks closely we can ensure that we equip and train our teams to effectively tackle these evolving challenges.



# 999 Response: Being there when you need us

## What we are doing



### We are:

- active within both Local Resilience Forums and regional working groups, working to identify, monitor and reduce these risks
- working closely with all emergency partners in the planning and response to major or complex incidents
- monitoring and reviewing all risks and threats associated with the National Security Risk Assessment, Community Risk Registers and Service Risk Registers, that may impact our communities
- ensuring we have robust business continuity, risk management and safeguarding arrangements aligned to national standards
- ensuring our firefighters and officers are suitably trained and supported to recognise, report and respond to these threats
- ensuring we help to identify and refer vulnerable people of potential radicalisation, or victims of crimes such as modern slavery

## What we plan to do

### We will:

- continue to invest in our network of National Inter-agency Liaison Officers
- continue to learn from internal and external experiences, such as the Manchester Arena Inquiry
- continue to train and equip our staff to deal with such incidents
- further enhance and roll out operational procedures associated with countering and preventing terrorist attacks
- continue to embed Joint Emergency Service Interoperability Principles into our command capability
- monitor and prepare for the Protect Duty
- monitor and respond to the requirements of the Resilience Framework
- ensure awareness and training against the new Joint Operating Procedures for responding to terrorist incidents







# £ Governance: Making every penny count



## Efficiency

How well does the FRS use resources to manage risk?



## Efficiency

How well is the FRS securing an affordable way of managing the risk of fire and other risks now and in the future?

## Being well managed and spending wisely

We work hard to achieve:



the funding of  
frontline services



efficient use of our buildings



an increased  
financial stability



close partnership working



a safe working environment  
for our people



a reduction in our  
carbon footprint

From looking at our Strategic Assessment of Risk we expect:



there will be financial volatility and uncertainty for the foreseeable future



a global and national focus for organisations to ensure environmental sustainability



a need to invest in the sustainability and resilience of Information and Communication Technologies



# £ Governance: Making every penny count

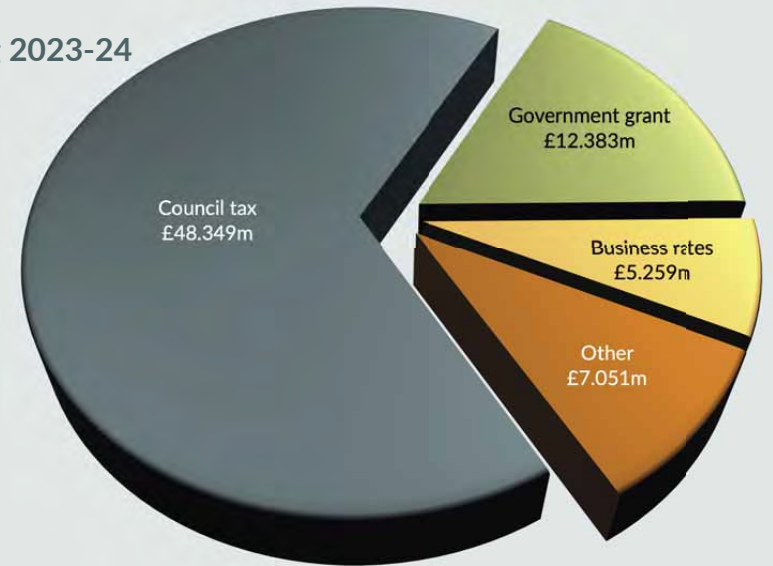
## Financial planning: ensuring efficient use of funds

Our funding primarily stems from council tax, local business rates, and government grants. Over recent years we have had higher reliance on council tax funding due to reduced government grant. Despite this shift, our council tax rates remain below the national average when comparing the cost of our services per person. Recent data from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services demonstrates our spending at £39.63 per head is lower than the England average of £41.88.

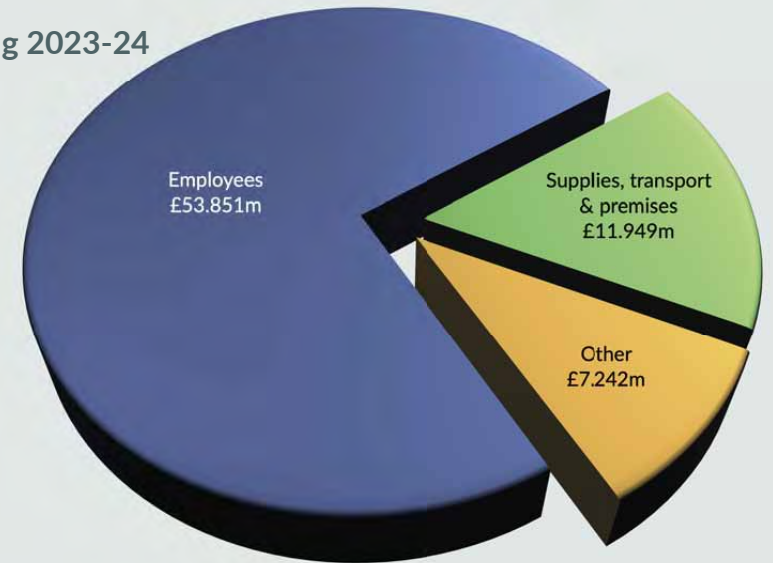
We work hard to ensure that every pound is maximised to its fullest potential. In 2022, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services graded our Efficiency as '**Outstanding**'. Our Productivity and Efficiency Plan outlines our current strategy and future plans to secure further efficiency gains.

Whilst we have seen an increase in our funding, it was not enough to address the rising costs and demands placed upon us. Consequently, we needed to take some difficult decisions and have reduced the number of operational roles and have discontinued some of our youth

Funding 2023-24



Spending 2023-24



programmes, resulting in savings of £1.3 million. Despite these measures, we anticipate a future budget gap of over £2 million by 2026-27.

To counter these financial challenges, we will be looking at further efficiencies and potentially some cuts from across the service. This could

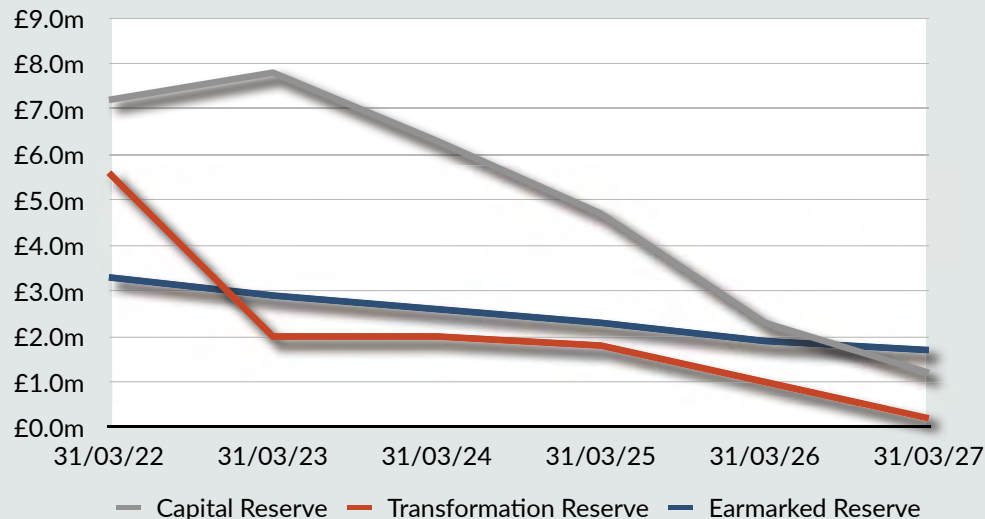
include changing some aspects of response, delivery of services and service support. Additionally, our internal Resourcing and Savings Programme and our Programme Office will continuously explore new avenues for budget savings and efficiencies and ensure we use our funds as efficiently as possible.

For more detailed financial information, our Medium-Term Financial Plan 2023-27 is available on our website, and offers a comprehensive overview of our financial strategies.



Our financial reserves  
(5% of our annual revenue budget)

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# £ Governance: Making every penny count

## What we are doing

### We are:

- rated as 'Outstanding' for Efficiency by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
- spending less per head than average compared to other fire and rescue services
- setting our precept for Band D council tax below the average for fire and rescue services
- completing an in-depth Fire Cover Review to ensure efficiency as well as effectiveness
- utilising a robust business case procedure for all significant expenditure to ensure unbudgeted expenditure is well controlled

## What we plan to do

### We will:

- continue to deliver year on year savings to help us set a balanced budget
- continue to review all elements of our Capital Programme and how it is funded to ensure that it is affordable now and in the future
- continue to review all revenue and capital expenditure to ensure that value for money is maximised
- use our fire cover review to redesign our operational response to better align our response services to changing risks and demands whilst at the same time maintaining financial stability



DORSET & WILTSHIRE  
FIRE AND RESCUE

WILTSHIRE  
RESCUE

DORSET & WILTSHIRE  
FIRE AND RESCUE

# £ Governance: Making every penny count

## Optimising our service locations

Our Service estate encompasses 59 locations, spanning fire stations, workshops, training facilities, and office spaces. We share a number of facilities with the police, ambulance services, and councils, including space at fire stations.

In line with our long-term plans, we are investing in two key sites to ensure modern and sustainable operational training provisions. This involves upgrading our Devizes Training Centre in the north and revamping training facilities in the south

at our Weymouth site (subject to planning permission). We are also working on consolidating our buildings and maximising the potential of our existing sites. Plans include centralising our Fire Control and phasing out unnecessary sites.

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## What we are doing

### We are:

- collaborating with our partners to reduce the carbon footprint by sharing properties
- ensuring our properties are well-maintained, meet safety standards, and operate efficiently
- championing environmental sustainability by supporting green projects like LED lighting and photovoltaic solar panels
- developing new training facilities on existing sites, enabling us to streamline our overall estate

## What we plan to do

### We will:

- continue to consolidate our estate, maximise the potential of our existing sites and explore the relocation of our Fire Control
- enhance facilities at Amesbury Fire Station
- strategically plan for greener technologies and vehicles
- implement improvements outlined in the heat decarbonisation plan to reduce our carbon footprint
- conduct more pre-engagement days with businesses to expand awareness of tender opportunities for estate maintenance and reviews with companies and businesses after pre-engagement days

# £ Governance: Making every penny count

## Fleet and equipment management

Our fleet includes 191 vehicles and we have access to over 75,000 pieces of operational equipment, all meticulously recorded in our asset management system.

Before replacing our vehicles, we undertake a review to ensure any new vehicles meet our current and future needs. This ensures it aligns to the demands of incidents and risks. We also constantly monitor advancements in firefighting technology, to equip our staff with modern and appropriate tools.

We manage our assets throughout their life cycle responsibly and effectively, aligned to the requirements of International Organisation for Standardisation (ISO) 55001 Asset Management standard.

We are also working towards the government's strategy to phase out petrol and diesel vehicles by 2035. Through this we are investing in vehicle telematics,

hybrid vehicles and reviewing the use of hybrid vehicles for incidents. All of this is helping us to reduce our carbon footprint.



## What we are doing

### We are:

- sustaining our ISO 55001 accreditation
- trialling electric and hybrid vehicles within our fleet, including for officers' response vehicles
- reducing vehicle numbers in our non-operational fleet
- collaborating with other fire and rescue services for best practices and efficiencies
- extending the life of specialised fire engines for enhanced utilisation and cost-efficiency

## What we plan to do

### We will:

- use the Fire Cover Review and telematics data installed in our vehicles to inform future fleet decisions
- research alternative fuel systems for emergency response vehicles
- plan infrastructure upgrades for new vehicle technology
- ensure vehicle replacements align with our environmental strategy and legislation
- continuously promote fuel consumption reduction through best practices
- regularly review low operational availability fire engines and those that have low community risk

## £ Governance: Making every penny count

### Harnessing innovation: technology and data at the heart of safety

We prioritise technology and information security across all aspects of our work.

As a forward-thinking fire and rescue service, we acknowledge the immense value of technology in safeguarding firefighters and communities. By continuously evolving our systems, we strive for greater efficiency and making our systems more cyber secure.





## What we are doing

### We are:

- working to improve our technology and infrastructure, to raise the efficiency and effectiveness of our operational response
- driving high quality, evidence-based standards for data, to make decisions and manage performance
- continuously improving our cyber security to ensure we remain resilient against cyber threats
- making the most of cloud technology through the use of Office 365

# £ Governance: Making every penny count

## What we plan to do

### We will:

- increase use of national procurement frameworks for purchasing technology, to achieve value for money and support sustainability
- ensure our infrastructure is up to date with the latest technology available
- optimise the benefits of the Emergency Services Network which is aimed at improving the way emergency services communicate and use real time data
- embed an integrated command and control system, as well as mobile technology in our vehicles
- continually assess and monitor our cyber security arrangements, to ensure we remain resilient against evolving threats, and align with national guidance
- implement a cloud first strategy for internal and third-party systems
- continue our investment in fireground technology
- use technology to help automate and streamline our management and administration
- improve the user experience and support 'the once only' principle
- align to the National Fire Standard for data
- improve systems and available data to support decision making
- further strengthen our information governance arrangements

Six of our fire stations have photovoltaic solar panels

## Championing environmental responsibility

Environmental sustainability is a core commitment for us and we are dedicated to safeguarding the environment for future generations.

To support our ongoing efforts to cut greenhouse gas emissions we continue to incorporate the use of technology as well as raising awareness of our staff through education and training programmes. This covers reducing vehicle emissions through to minimising waste destined for landfills. We are actively working to upgrade our training sites to reduce any air pollution.

In 2023, we began installing photovoltaic solar panels at six of our fire stations, and this green journey is set to continue in the coming years as we monitor and evaluate the impact of this change.

Our commitment to environmental responsibility filters throughout our organisation. Every procurement and new project undergoes an environmental impact assessment to ensure sustainability remains at the forefront.

Collaboration is also key to our success. We work with partners and other fire and rescue services, sharing best practices and knowledge. One significant outcome of this collaboration is the delivery of a Heat Decarbonisation Plan, a blueprint helping us to reduce in our carbon footprint across our estate.

# £ Governance: Making every penny count

## What we are doing



### We are:

- delivering on commitments set out within our Environmental Sustainability Strategy, and aligning with the Climate Change Act 2010
- embedding sustainability in our supply chain and all Service activities
- installing photovoltaic solar panels to reduce our carbon emissions and energy costs
- continuing to support smarter working and working from home, to reduce our building and travel carbon emissions
- raising awareness of positive environmental schemes to support our Service, and in the wider communities
- sharing positive practices, skills, and awareness with our partners to reduce costs and carbon emissions
- trialling alternative and greener modes of fleet to reduce our carbon emissions and costs
- undertaking environmental audits to prepare for the decarbonisation of our estate



## What we plan to do



### We will:

- drive awareness through behaviour change, and training within our Sustainability Champions Network
- procure our energy from green tariffs from 100% renewable sources, to further reduce our carbon footprint
- plan for cost of infrastructure improvements for new vehicle technology, including opportunities for joint infrastructure
- monitor and report on environmental projects, financial and carbon savings
- ensure our waste and water targets are in-line with environmental legislation

## **People:** Supporting and developing our people

  
**HMICFRS**

### People

How well does the FRS develop leadership and capability?

  
**HMICFRS**

### People

How well does the FRS promote its values and culture?

  
**HMICFRS**

### People

How well trained and skilled are FRS staff?

  
**HMICFRS**


### People

How well does the FRS ensure fairness and diversity?

## Page 14 **Empowering exceptional individuals for exceptional services**

Our people are the heartbeat of our Service and the driving force behind our success. Developing a deep sense of pride in the roles they play is crucial for our staff. We work to attract, employ, and retain exceptional individuals who embody our commitment to service excellence.



 From looking at our Strategic Assessment of Risk we expect:



challenges regarding the diversity of our workforce, not being sufficiently reflective of the community we serve



an ageing workforce that will be a predominant feature of our Service for the foreseeable future



barriers in attracting, recruiting and retaining corporate staff, due to pay and budget constraints compared with private sector employers



a need to better understand and improve the leadership capability of our workforce and ways of working

## Attracting, employing, and retaining talent

Safeguarding our communities' hinges upon our dedicated and skilled workforce in both our operational and corporate teams. Our aim is to attract, employ, and retain the most skilled and motivated teams.

Our website has up-to-date information, and we use our social media for sharing insights into working within our Service. Flexible working options, excellent training, an array of employee benefits, and initiatives are all part of the investment we make in recruiting and retaining our invaluable staff members.



## People: Supporting and developing our people

### What we are doing



#### We are:

- continuing to strengthen our workforce planning arrangements incorporating robust succession planning and talent management
- changing our employment practices to recruit and retain a more diverse workforce
- continuing to recruit and retain on-call firefighters in new and innovative ways
- using staff feedback to support the ways we improve staff retention
- continuing to engage with our staff and our communities, to better understand and remove any barriers to recruitment
- continuing to embed the Code of Ethics throughout the employee lifecycle

### What we plan to do



#### We will:

- deliver streamlined and targeted recruitment campaigns, using social media and community groups to attract and support a more diverse workforce
- ensure our job evaluation, employee benefits and working arrangements aid the attraction and retention of staff, so we continue to be an employer of choice
- work collaboratively with the National Fire Chiefs Council and other fire and rescue services to strengthen the on-call firefighter model nationally, and create a sustainable approach for the future of the sector

## Staff wellbeing and culture

The physical wellbeing and mental health of our people is of the highest importance to us. Our Health and Wellbeing Team work with our staff and managers to look after all our teams. We have an occupational health service, physiotherapy treatment, and counselling service to support staff both physically and mentally.

Our health and fitness advisers develop individual plans for operational staff needing support. These advisers work in collaboration with our station-based physical education instructor network, to ensure our operational workforce can maintain appropriate levels of fitness. We provide training, advice, and guidance to ensure our staff are aware of the various sources of wellbeing support available to them.

In 2023 we commissioned an independent review into the workplace culture of our Service. The findings of this review have been made into an action plan to ensure that our culture is one that allows all our people to have a positive experience in the workplace.





## People: Supporting and developing our people

### What we are doing



#### We are:

- delivering our programme of health and wellbeing support
- closely monitoring and managing sickness absence
- supporting and managing the physical and medical fitness of our staff
- improving health and wellbeing arrangements needed to support our workforce
- expanding our station-based physical education network
- working with our occupational health, physiotherapy service and counselling provision, to provide continued and effective support
- ensuring we provide appropriate support for our staff through our range of staff networks

### What we plan to do



#### We will:

- implement the recommendations from the Independent Review of Workplace Culture
- improve our support to our neurodiverse staff
- use staff survey and evaluation results to form improvements to our approach to the mental and physical wellbeing of our people
- monitor our counselling provision to ensure staff are fully supported

An ageing workforce remains a key challenge for us

## Equality, Diversity & Inclusion

We know our staff are passionate and high performing. We also know that we need to improve the diversity of our staff to reflect our communities. This will result in an improvement in our Service and we have initiatives in place for this. This includes flexible employment patterns as a priority, to attract and retain the best people.

We are also continually looking for ways to engage with our communities and review our systems and employment processes. This prevents unintended barriers to the recruitment, retention and progression of people from under-represented groups, and helps bridge the gender pay gap.

Furthermore, we are committed to making ongoing improvements to our workplaces, equipment, workwear and working practices. All contributing to attracting and retaining under-represented groups. We will continue to build upon our current arrangements to ensure we provide an inclusive environment, where people can be themselves.

Like other fire and rescue services, we experience difficulties recruiting and retaining on-call firefighters and are working hard to balance the working patterns of our staff with the needs of our communities.





## People: Supporting and developing our people

### What we are doing



#### We are:

- continuing to find ways to increase the diversity of our workforce
- providing training that supports our people to work with diverse communities and understand their needs
- working closely with our partners to develop more inclusive and engaging community initiatives
- better supporting our community engagement activities through the use of station specific community profiles
- ensuring our positive action programme is further strengthened
- making sure that all staff have access to the apprenticeship scheme to support and enhance their careers
- publishing our Gender Pay Gap report





### What we plan to do

#### We will:

- better engage with our communities to strengthen the workforce understanding of the importance of diversity
- further strengthen an inclusive working environment where people feel comfortable to be themselves in the workplace
- improve the ways we work, and how we do things to attract and retain underrepresented groups, creating an inclusive environment
- continue to embed the Code of Ethics
- ensure retention and progression of our talented staff is enabled within our organisational structures
- work with police and local councils on community engagement partnerships

## People: Supporting and developing our people



"The Service has an excellent understanding of current and future skills requirements and has an achievable plan to address them."

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### Empowering growth: training and development at our core

From the moment individuals join us, we ensure they receive comprehensive training and development, equipping them with both technical and personal skills crucial for their roles. The safety and skill of our workforce is key in effectively

and efficiently managing incidents. It is essential we ensure our staff possess the necessary training to tackle the challenges of their roles.

We have development pathways, which are

roadmaps outlining learning and developmental activities tailored to each individual's needs. This personalised approach allows for a flexible journey, enabling our staff to grow at a pace and time that is right for them.





### What we are doing

We are:

- delivering a range of courses and learning events aligned to skills and needs
- supporting staff progression with the Development Pathways Programme tailored to different staff needs
- delivering a 1:1 review process aligned to the Code of Ethics and strengthening our workforce planning processes
- delivering against a single competency framework and recording system that is integrated with relevant systems
- supporting apprenticeships to enhance learning opportunities
- improving training facilities, with cluster and mobile training delivery mechanisms
- delivering incident command arrangements with strengthened supporting technology
- providing flexible learning to reduce the amount of time employees spend away from home, their workplace or their primary employment
- continuing to train our people in good health and safety practices



## People: Supporting and developing our people

### What we plan to do



#### We will:

- expand and enhance blended learning options and virtual training delivery to provide more flexible learning and development opportunities
- reduce the amount of time employees spend away from home, their workplace or their primary employment, to ensure our training facilities provide cost effective and fit for purpose training delivery
- embed and continuously improve our development pathways so our most talented staff can progress throughout their careers
- continue our commitment to apprenticeships, enhancing learning opportunities for our staff, providing a more enriched and developed workforce



“The Service boasts several leadership programmes that have undergone rigorous review and evaluation.”

## Guiding with strength: fostering exceptional leadership

Leadership is not just a tick-box activity for us, it is key to our entire operation.

Our Leadership Development Programme, created in collaboration with the Royal National Lifeboat Institution, equips our managers with the essential skills to lead our Service confidently into the future. These programmes help ensure our leaders possess the precise skills to excel in their roles. Additionally, we provide coaching and mentoring opportunities to support our staff on their journey toward development and advancement.

Our engagement programmes are also purposefully tailored to meet our organisational and staff needs. These sessions bring

managers together, facilitate discussions aligned with our Code of Ethics, supporting and evolving our workplace culture.





## People: Supporting and developing our people

### What we are doing

#### We are:

- providing a range of leadership and development programmes to our staff which are aligned to the National Fire Chiefs Council Leadership Framework and designed in partnership with the Royal National Lifeboat Institute
- enhancing our culture through the delivery of organisational development and engagement programmes
- delivering a Reverse Mentoring Programme, to fully understand and support staff to deliver positive change
- investing in strategic leaders by supporting the National Fire Chiefs Council's Executive Leadership Programme
- creating new ways for our staff to identify their strengths and development needs
- using a 360-feedback process aligned to the Code of Ethics, to complement the 1:1 review process and enhance the leadership capability of all our managers
- undertaking coaching and mentoring including supporting the South West Council's coaching pool
- supporting our staff to participate and attend any internal meetings in an open seat capacity, helping them develop their knowledge and understanding of how our Service operates

### What we plan to do

#### We will:

- maximise the benefits of our Leadership Development Programmes, evaluate and further develop them
- embed coaching and mentoring, to create an encouraging and supportive staff culture
- continue to ensure our leaders have self-awareness and emotional intelligence and develop them as a leadership team further
- further utilise the 360-feedback process for other managers to ensure leadership is developed throughout our Service
- deliver any actions in response to our Service's internal workplace cultural review and the independent review
- ensure feedback from staff surveys is captured as part of our leadership development, to strengthen workforce understanding of and further develop our inclusive approach
- develop a professional decision-making model to ensure pragmatic decisions are made at the right level
- strengthen role induction arrangements to ensure managers are supported, and have the right skills to carry out their roles

## Taking things forward

### Monitoring and overseeing the plan

Within this Community Safety Plan, we have highlighted our five strategic priorities. We monitor and manage our performance through an electronic performance management system, allowing us to track progress and report transparently and clearly.

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We present the progress of our strategic priorities quarterly, to our Fire and Rescue Authority Members, through our Local Performance & Scrutiny Committees and the Finance & Audit Committee. It is also reported to the full Fire and Rescue Authority every six months.

On an annual basis, the Fire and Rescue Authority prepares a Statement of Accounts and a Statement of Assurance, providing a comprehensive overview of our financial performance and governance practices.

We also produce an Annual Report detailing our accomplishments and progress. These statements, along with the evaluations from His Majesty's Inspectorate of Constabulary

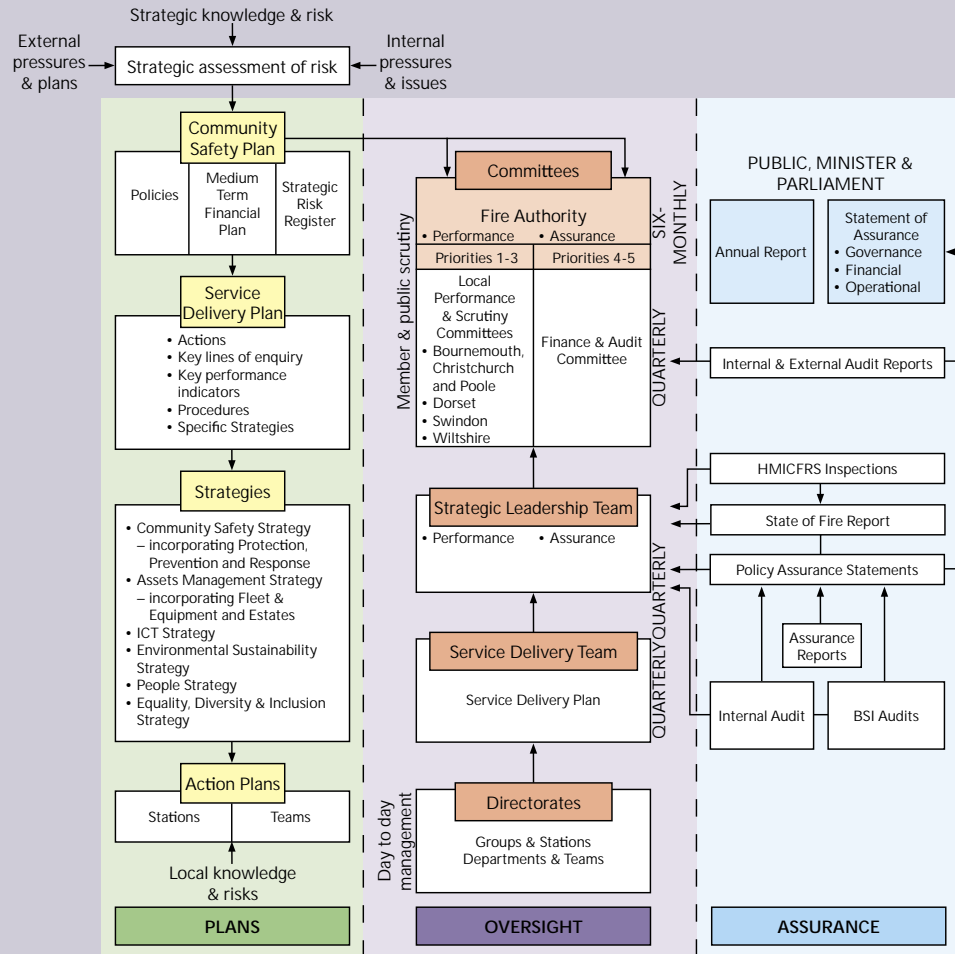
and Fire & Rescue Services, audit reports and the Local Government Association's Peer Review of local governance, can be accessed on our website.





## Planning, oversight and scrutiny

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# Corporate Targets

We have set ourselves several long-term targets, which we aim to achieve on an annual basis over the lifetime of this plan.



We will reduce the number of accidental dwelling fires, compared to the average attended during the last five years.



We will reduce the number of deliberate fires, compared to the average attended during the last five years.



We will provide intervention activities for 100% of all identified buildings that fall within our Risk-Based Intervention Programme.



We will achieve a reduction in our attendance at automatic fire alarms which result in a false alarm, compared to the average attended during the last five years.



We will achieve a reduction in the average sickness levels, compared to the average during the last five years.



We will achieve a 10-minute response time on average, for the first appliance in attendance at confirmed fires in sleeping risk premises (this includes call handling, turnout and travel time).



We will achieve a 15-minute response time on average, for the first appliance in attendance at confirmed road traffic collisions (this includes call handling, turnout and travel time).



We will improve the diversity of our workforce as a whole, compared to the average over the last five years.



We will reduce the number of working days lost to work related injuries and ill health, compared to the average over the last five years.



We will reduce our CO<sub>2</sub> emissions across our electricity and gas consumption, compared to the average over the last five years.



# Glossary

## **Automatic Fire Alarms (AFA) activations**

An incident where equipment in a building has detected a potential fire and automatically notified the Service.

## **Building Risk Review**

Programme to understand and help reduce the fire risk in high-rise residential buildings.

## **Chemical, Biological, Radiological and Nuclear incident**

The malicious use of Chemical, Biological, Radiological and Nuclear materials or weapons with the intention to cause significant harm or disruption.

## **Community Risk Management Plan**

Fire and rescue authorities are required to assess risk, determine appropriate strategies, policies and standards of performance and resource allocation to address it. Together our Strategic Assessment of Risk, the Community Safety Plan and our Medium Term Finance Plan set out our approach to community risk management.

## **Co-responding**

Firefighters working in partnership with the ambulance service, responding to certain categories of medical emergencies.

## **Emergency Services Network**

A secure communication system for use at incidents.

## **Fire and Rescue Authority**

The elected members from our constituent authorities that provide oversight and governance of the Service.

## **Fire Cover Review**

Analysis of incident demand on our Service over the last four years.

## **Health and Safety Executive**

Britain's national regulator for workplace health and safety.

## **His Majesty's Inspectorate of Constabulary and Fire & Rescue Services**

Independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest.

### **Joint Emergency Service Interoperability Principles**

The principles that are used by emergency services to share understanding of incidents.

### **Local Government Association**

The national membership body for local authorities in England and Wales.

### **Local Resilience Forums**

A forum formed in a police area by emergency responders and specific supporting agencies. It is a requirement of the Civil Contingencies Act 2004. We are members of both the Dorset LRF and Wiltshire & Swindon LRF.

### **Nation Inter-Agency Liaison Officer**

An officer who is security cleared and can act as a link between other agencies to ensure an effective resolution to incidents.

### **National Fire Chiefs Council**

The NFCC is a national body made up of all UK chief fire officers. It works closely with all stakeholders to provide the means of co-ordinating and achieving national programmes of work.

### **Networked Fire Services Partnership**

A partnership between ourselves and Devon & Somerset and Hampshire & Isle of Wight fire and rescue services. This partnership works to achieve a more joined up approach to our emergency response and to save money across the three Services.

### **On-call firefighter**

Firefighters who live and/or work near to the station and respond at the time of an incident.

### **Personal Protective Equipment**

Equipment that is used to protect personnel from a hazard.

### **Prevention**

Our community safety work aims to reduce fires and other incidents, anti-social behaviour, slips, trips and falls, etc by providing support, advice and education.

### **Protection**

Our work with businesses and organisations help to ensure they keep to the Fire Safety Order and keep you safe when you visit premises for work or pleasure.

### **Response**

Our response to emergencies and other incidents.

### **Resilience**

The activities we undertake for specific types of incidents including terrorism or regional or national incidents.

### **Risk Based Intervention Programme**

Part of our integrated approach to risk management, prioritising the inspection of premises based on risk.

### **Service Control Centre**

The location of our Fire Control staff.

### **Statement of Assurance**

A statement from the authority on the operational, governance and financial standing of the fire and rescue service, required under the Fire & Rescue Services Act, 2004.

### **Strategic Assessment of Risk**

The process of identifying and managing the current and future risks that affect our Services ability to achieve key objectives and underpins our CRMP.

### **The Counter Terrorism Strategy**

The government strategy to counter terrorism in the UK.

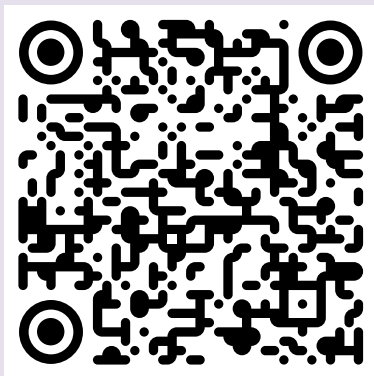
### **Wholetime firefighter**

A firefighter who works full-time for our Service.

## Consultation

This plan outlines our current actions, our future intentions, and any potential changes we are considering. This plan is subject to a full 12-week consultation, involving our communities, workforce, partners and representative bodies and will run from 9 February to 3 May 2024. Throughout the life of this plan, we may conduct additional consultation exercises, where necessary, to address budgetary requirements or enhance efficiency further.

Please scan the QR code below, or go to [www.dwfire.org.uk/draft-csp-2024-28-consultation](http://www.dwfire.org.uk/draft-csp-2024-28-consultation) to give us your feedback. Alternatively you can call our freephone number **0800 0213022** or email [consultation@dwfire.org.uk](mailto:consultation@dwfire.org.uk).



## Contacting us

This document gives you a high-level overview of what we do and our plans. There is a lot of further information and if you would like to know more about any aspect of our organisation or how we are doing, please look on our website ([dwfire.org.uk](http://dwfire.org.uk)), attend one of our meetings, or contact us. We would be pleased to hear from you.



Dorset & Wiltshire Fire and Rescue Service  
Five Rivers Health & Wellbeing Centre  
Hulse Road  
Salisbury  
Wiltshire  
SP1 3NR



01722 691000



[enquiries@dwfire.org.uk](mailto:enquiries@dwfire.org.uk)



[dwfire.org.uk](http://dwfire.org.uk)



[@DWFireRescue](https://www.instagram.com/DWFireRescue)



**DORSET & WILTSHIRE**  
**FIRE AND RESCUE**





Meeting	Full Council
Date	27 March 2024
Report Title	Neighbourhood Plan Update
Author	Andy Conroy, Head of Planning

## 1.0 PURPOSE OF REPORT

1.1 This Report seeks to update Councillors on the progress of the Chippenham Neighbourhood Plan since the previous update report in January 2024.

## 2.0 INTRODUCTION AND BACKGROUND INFORMATION

2.1 Councillors will recall the previous report, presented to Full Council on 27 January 2024, which updated Councillors on the Examination of the Neighbourhood Plan (which commenced in September 2023), including the Town Council’s responses to the Examiner’s comments and queries.

## 3.0 NEIGHBOURHOOD PLAN UPDATE

3.1 The Independent Examiner, Andrew Matheson, produced his Examiner’s Report on the Neighbourhood Plan on 31 January 2024. He was satisfied that the Plan as modified would meet the ‘basic conditions’ and legal tests of a neighbourhood plan, concluding:

*“I recommend to Wiltshire Council that, subject to the incorporation of modifications set out as recommendations in this report, it is appropriate for the Chippenham Neighbourhood Plan to proceed to referendum.”*

3.2 The Examiner, in his Report, remarked:

*“Chippenham Town Council is to be congratulated on their extensive efforts to produce a Neighbourhood Plan for their area that will guide development activity over the period to 2038.”*

He went on to explain:

*“The Neighbourhood Plan proposes a local range of policies and seeks to bring forward positive and sustainable development in the Chippenham Neighbourhood Area. There is an evident focus on safeguarding the very distinctive, local character of the area whilst accommodating future change and growth. The Plan has been underpinned by extensive community support and engagement. The social, environmental and economic aspects of the issues identified have been brought together into a coherent plan which adds appropriate local detail to sit alongside the Wiltshire Core Strategy.”*

3.3 The main policy modifications to the Plan, as recommended by the Examiner were, as summarised:

- Policy SCC1 (Net Zero Carbon Development) - Some changes to text to reduce the obligation to provide net zero carbon development but with the majority of policy text to remain.
- Policy GI2 (Local Green Spaces) - 21 of the 49 proposed Local Green Spaces not considered to pass the test of 'particular local significance' in the NPPF and 20 of the spaces relocated to a new Policy GI3: Green Amenity Areas, which proposes these spaces as being *“integral to the functioning of the residential areas in which they are located and should be retained.”* Local Green Space WW (Open Space Adjacent to Long Close/Hardens Mead) deleted as found to be *“indistinguishable from the adjacent agricultural fields and has no identifiable ‘particular local significance’”*. Detailed Local Green Space maps moved from Appendix 9 to a new Annexe.
- Policy GI4 (Trees, Woodlands & Hedgerows) - Buffer zone between new development and the edge of woodland/tree belt reduced from 20m to 15m. Proposals to demonstrate a future tree canopy cover of 6% increase from existing site baseline, as opposed to total of 20% cover overall on the site.
- Policy GI5 (Green Buffer) - Policy deleted on the grounds that *“CSAP Policy, which is expected to be sustained within the Local Plan Review, would not be “strengthened”, and indeed might be weakened, through confusion arising from differences in boundaries and reasoning referenced in the CSAP and the Neighbourhood Plan.”*
- Policy TC1 (Bath Rd Car Park/Bridge Centre Site) - Policy text moved to a new Annexe 6 (Design Brief Parameters for site) and 'General Design Principles' text moved to form new policy text.
- Policies T4 (Access for Disabled People and those with Reduced Mobility), T5 (Waymarking Signage on the Footpath and Cycle Network) and part E1 (Circular Economy) - Moved to the Chippenham Design Guide as new sections or paragraphs.

3.4 On 4 March 2024 Wiltshire Council published a Decision Statement (proceeding to referendum) confirming it was satisfied that the draft Neighbourhood Plan, as modified, would comply with the legal requirements, and meets the Basic Conditions, and therefore could proceed to referendum. The Decision Statement sets out the list of modifications required to be made to the Plan, which largely follows the Examiner's recommended modifications.

3.5 A referendum date of 23 May 2024 is scheduled and will be held by Wiltshire Council Elections team. Further details will follow.

3.6 A Referendum Version of the Neighbourhood Plan, incorporating the recommended modifications, is currently in the process of being created, with input from Ice House Design (design and formatting) and Pear Mapping (revised maps). This will be published on Wiltshire Council's Neighbourhood Planning webpages at least 28 days before the referendum date, alongside an Information Statement from Wiltshire Council and all

correspondence between the Town Council, Wiltshire Council and the Examiner during the Examination.

3.7 A project timeline is attached in **APPENDIX A** of this Report, with a one month delay to the timeline due to the Examination taking longer than expected. Based on current timescales the Plan is therefore likely to be ‘made’ at the end of May 2024.

#### **4.0 CONTRIBUTION TO CORPORATE PLAN PRIORITIES**

4.1 The development of a Neighbourhood Plan will contribute to the following corporate priorities:

- Provide and develop facilities and services that are accessible, inclusive and promote health and well-being.
- Play an active role in the future development of the town through collaboration with partners, stakeholders, and our community.
- Help to create a future that is carbon neutral, environmentally sustainable and resilient to the impact of climate change.
- Maintain and create opportunities to enhance our green spaces and provide a clean and safe environment.
- Provide and develop facilities and services that promote Chippenham as an attractive and vibrant market town and celebrate its rich history, heritage, and culture.

#### **5.0 STAFFING IMPLICATIONS**

5.1 The Steering Group continues to be supported by the Head of Planning, Planning Consultant(s) (external support), Administrative Officers, the Council’s Communications & Customer Services Manager and Corporate Management Team.

#### **6.0 FINANCIAL IMPLICATIONS**

6.1 For the financial year 2023/24, in addition to payroll costs, there is a Capital/EMF budget of £17,000 to cover design, consultant and professional fees, to be charged against Community Infrastructure Levy income, and an additional Income & Expenditure budget of £3,300 to cover other items such as website and print costs.

6.2 £15,152 has been spent to date on consultant fees, mostly for the production of a Viability Assessment, including a much smaller amount on planning consultant fees. £1014 has been spent on printing/production of Neighbourhood Plan hard copies, £768 on changes to the Neighbourhood Plan website and £2660 on design & formatting the Plan and revising maps for Submission and Referendum Versions of the Plan. A further £2896 is committed for revising the Referendum Version of the Plan and associated Annexes.

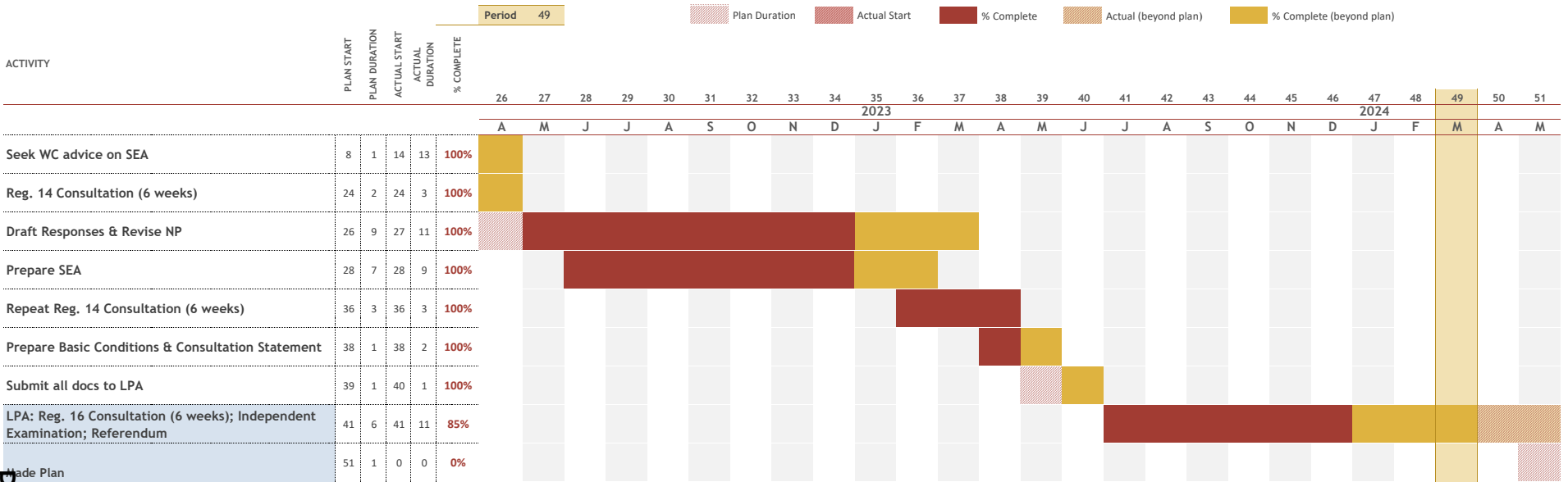
#### **7.0 CLIMATE AND ECOLOGICAL IMPLICATIONS**

7.1 The climate and ecological impacts of the Neighbourhood Plan are set out detail in the Environmental Report of the Strategic Environmental Assessment (SEA) which accompanies the Plan. It was judged that the Neighbourhood Plan policies would result in ‘*minor positive effects*’ in relation to air quality, biodiversity, climate change, land, soil and water resources.

**8.0 RECOMMENDATION**

- 8.1 That Councillors note the contents of this Report, which is for information purposes only.

# Neighbourhood Plan Project Timeline Apr 2022-May 2024



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**Delegated Authority (Urgent Action) Form**


<p>In accordance with Standing Orders, under section 11, The Role of the Proper Officer:</p> <p>11.3 There shall be delegated to the Chief Executive the authority to act in respect of any function of the Council on a matter, which in their opinion does not warrant delay. This delegated authority shall only be exercised in consultation with the Leader and / or Deputy Leader.</p>	
Date	07 March 2024
Nature of Urgent Action	Response to Community Governance Review
Matter raised by	Chief Executive due to email from Wiltshire Council
Date considered by the Chief Executive	13 February 2024
Consulted with Leader or Deputy Leader or Chair or Vice Chair	Leader supported on 10 March 2024
Action Taken Decision/Outcome Include Financial and Legal Implications	<p><b>Following the Community Governance Review report to Full Council on 20 November 2023 (Minute 52 refers).</b></p> <p><b>To respond to the draft recommendations before the deadline of 18 March 2024 with the response reflecting no objection to the draft recommendations. The areas specific to Chippenham from the draft recommendations are included below and a copy of the briefing note from Wiltshire Council is attached:</b></p> <ul style="list-style-type: none"> <li><b>Ray Close, Chippenham:</b></li> </ul> <p><i>65. The Committee's attention was drawn to a number of properties at Ray Close in Chippenham, which it was suggested were separated from other properties in the Close by the existing boundary between Chippenham Pewsham and Chippenham Hardens &amp; Central Divisions. The Divisions are coterminous with wards of the Town Council of the same name.</i></p> <p><i>66. The Local Division members were in support of unifying Ray Close within a single Division, as it was considered the separation not in accordance with the</i></p>



	<p><i>statutory criteria. No other responses were received to an online survey.</i></p> <p><i>67. The Committee was satisfied that the existing boundary represented an ineffective governance arrangement, and recommended the boundary be amended to resolve this. This would require consent of the LGBCE, and to change the Divisions.</i></p> <ul style="list-style-type: none"> <li>• <b>Lacock/Chippenham, Rowden Lane:</b></li> </ul> <p><i>92. The Committee also considered the boundary between Lacock and Chippenham. As part of the 2019/2020 Review involving Chippenham and Lacock parishes, the Committee recommended, and it was agreed, to transfer an area of land containing new housing within the new Chippenham Lowden and Rowden Division from Lacock to Chippenham.</i></p> <p><i>93. The area also included the small area of Rowden Lane, a rural hamlet accessed through the town. The Council had agreed to take a further look at the area to see if the boundary line should be amended but had no specific proposals to pre-consult upon.</i></p> <p><i>94. The Committee noted that residents in Rowden Lane were written to twice as part of information gathering, in addition to the online survey, and that only one response had been received, which sought to reverse the previous decision.</i></p> <p><i>95. Future development phases in the area were discussed, and the Committee agreed that Rowden Lane was correctly included as part of Chippenham, noting the lack of connection with Lacock and that neither Lacock Parish Council or Chippenham Town Council had requested any change to the current boundary. They therefore declined to recommend any changes to the area.</i></p>
<p>To be reported for information to this committee or sub-committee</p>	<p>Full Council on 27 March 2024</p>





Signed by Chief Executive	
Dated	12 March 2024

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## Community Governance Review - Consultation Briefing Note No. 24-03

**Service:** Legal and Governance  
**Date Prepared:** 12 February 2024  
**Further enquiries to:** [cgr@wiltshire.gov.uk](mailto:cgr@wiltshire.gov.uk)

### Background

A Community Governance Review (CGR) is a process to provide opportunity to review and make changes to governance arrangements to town and parish councils. This is to ensure that they continue to be reflective of the identity and interest of local communities, and that they are as efficient and effective in their governance as possible.

This note is further to Briefing Note 23-27 announcing the commencement of a Community Governance Review for 2023/24.

### Draft recommendations

Following analysis of all relevant information the Electoral Review Committee has formed draft recommendations for the areas listed above, which it will now consult upon.

It should be noted that most of the proposed changes relate to very minor proposals to correct apparent electoral boundary anomalies. In those cases, there may not have been previous engagement with the local parish councils prior to the consultation.

### Parishes where recommendations for governance changes have been made:

- Mere and Zeals
- Trowbridge and North Bradley
- Salisbury (Dorset Rd/Cambridge Rd)
- Royal Wootton Bassett and Brinkworth
- Broad Town and Clyffe Pypard
- Chippenham (Ray Close)
- Trowbridge (Frampton Court)
- Calne and Calne Without (Low Lane)
- Westbury East (Millstream Cottages)
- Wilcot, Huish and Oare, and West Overton (Heath Cottage)
- Bradford on Avon (Kingston Road)
- Melksham (Bolwell Place)

- Calne (High Street)

**A consultation on the proposed changes will take place from 12 February – 18 March 2024.**

The full Draft Recommendation document and the online survey can be found at the council's webpage below:

<http://www.wiltshire.gov.uk/council-democracy-cgr>

### **Public meetings**

The Committee will also hold a public meeting to receive representations in respect of the proposals relating to Mere and Zeals parishes. This note will be republished when the date has been arranged and provided to the relevant councils to publicise.

Reasonable numbers of hard copies of the consultation materials will be available upon request. The council will contact parishes through this briefing note. Letters will be sent to households in areas proposed to be transferred to another parish with details of the consultation.

### **Next steps**

The Committee will analyse responses to the consultation and will then determine whether to confirm its final recommendations, to be considered at Full Council at an appropriate meeting in 2024. It may decide to amend its proposals and undertake further consultations.

Any changes to electoral arrangements for parishes, arising from the Review, would come into effect from the next scheduled ordinary parish council elections in May 2025. Any changes to the areas of parishes would have to be effective from the start of the financial year on 1 April 2025.

Due to the nature of some recommendations consent would be required from the Local Government Boundary Commission for England for some changes.



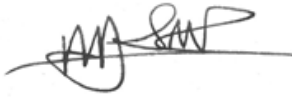
**Delegated Authority (Urgent Action) Form**

<p>In accordance with Standing Orders, under section 11, The Role of the Proper Officer:</p> <p>11.3 There shall be delegated to the Chief Executive the authority to act in respect of any function of the Council on a matter, which in their opinion does not warrant delay. This delegated authority shall only be exercised in consultation with the Leader and / or Deputy Leader.</p>	
Date	15 March 2024
Nature of Urgent Action	Minor Changes to Wording of Previously Agreed Memorandum of Understanding (MOU)
Matter raised by	Chief Executive due to email from Wiltshire Council & EA
Date considered by the Chief Executive	15 March 2024
Consulted with Leader or Deputy Leader or Chair or Vice Chair	Leader supported on 18 March 2024
Action Taken Decision/Outcome Include Financial and Legal Implications	<p>To agree minor changes in wording to the previously agreed Memorandum of Understanding (MOU) between Chippenham Town Council, Wiltshire Council and the Environment Agency. The MOU was agreed at Full Council on 10 January 2024 (Minute 81 refers and copy attached at APPENDIX A).</p> <p>Following this, the Chief Executive received notification that the legal team at Wiltshire Council requested to make some minor changes to the wording. These changes did not make any material changes to the document and were therefore agreeable. Changes made include the following:</p> <ul style="list-style-type: none"> <li>• Formatting</li> <li>• Reference to ‘the project’ throughout rather than ‘Chippenham River Improvements Project’</li> <li>• Minor phrasing changes</li> <li>• Deletion of small paragraph under section 5.</li> <li>• Additional wording to allow Chippenham Town Council or Wiltshire Council to withdraw from the MOU if the project is not progressing.</li> </ul> <p>(copy of new version attached at APPENDIX B).</p>



# CHIPPENHAM TOWN COUNCIL

Improving the quality of town life

To be reported for information to this committee or sub-committee	Full Council on 27 March 2024
Signed by Chief Executive	
Dated	18 March 2024

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**Memorandum of Understanding between  
the Environment Agency, Chippenham Town Council and Wiltshire Council  
regarding Chippenham River improvement Project**

This Memorandum of Understanding (MOU) is dated [DATE]

**Between**

(1) Environment Agency, whose principle office is Horizon House, Deanery Road, Bristol, BS1 5AH.

And

(2) Chippenham Town Council [address]

(3) Wiltshire Council of [Address]

**("the Parties")**

**1. The Parties**

The Parties to this Memorandum of Understanding are the Environment Agency, Chippenham Town Council and Wiltshire Council.

**2. Strategic Context and Purpose**

Having regard to their discrete responsibilities, the Parties recognise the role that the Chippenham River Improvements Project plays in reducing flood risk to people, property and infrastructure, improving the ecological and amenity value of the river corridors and enabling growth and regeneration in Chippenham ("the Project"). The Parties are all members of the Chippenham Town Centre Partnership Board, whose aim is to promote projects that will enhance the centre of Chippenham. Works along the River Avon are one of the key priorities of this group. The Parties have agreed to this Memorandum of Understanding (MOU) to guide the Parties' working together on the Project.

This MOU reflects the commitment of all Parties to work together and identifies the following aims:

- Reduce flood risk to Chippenham town centre and provide resilience/adaptive measures to climate change, whilst safeguarding and where practicable enhancing the ecological and amenity quality of the river corridor
- Assist in enabling town centre regeneration for economic benefit and maximise the quality of the resident and visitor experience to the town

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### 3. Approach

This MOU sets out the shared intent of the Parties to work together on the Chippenham River Improvements Project. An ongoing programme of engagement will be established to monitor the progress against the agreed aims and desired outcomes.

### 4. Guiding Principles

The Parties recognise that the Chippenham River Improvements project will be fundamental to the protection and enhancement of Chippenham town centre's urban and natural riparian environment. The Parties aim to:

- i. Collaborate on timescales, responsibilities and project management mechanisms
- ii. Produce and collaborate on relevant documentation on timescales with detail to allow decisions and progress to be made
- iii. Collaborating to define the scope of the project, balancing competing priorities and within boundaries of practical and financial constraints
- iv. establish effective and efficient means for communication and collaboration
- v. identify potential synergies from complementary interests and plan how best to exploit these
- vi. communicate openly, regularly and in a timely fashion with each other and our stakeholders
- vii. use best endeavours to see the project through to construction and delivery.

### 5. Objectives of the Project

The Parties wish to work together on the Project in order to reduce flood risk to people, property and infrastructure both now and in the future, improve the ecological and amenity value of the river corridors, and assisting in enabling growth and regeneration in Chippenham, and have therefore agreed to collaborate in delivering the Project.

The Chippenham River Improvement Project seeks to achieve the following objectives:

- Review and assess the condition of the structures which manage the water levels on the river Avon through Chippenham. The current mechanical structure is at the end of its operational life and the project seeks to identify a suitable approach to replace this structure. The project will utilise this opportunity to review the function of the structures managing the water level, and identify a preferred approach, endorsed by the Parties, which will continue to manage flood risk to people, property and infrastructure, whilst improving the ecological and amenity value.
- Investigate opportunities to improve the ecological and amenity value of the River Avon and adjacent land through the centre of Chippenham.
- Work with other stakeholders to ensure any improvement works link in with other objectives and strategic plans.

### 6. Project Governance

The Project will be delivered by a Project Team appointed by the Environment Agency on behalf of the Parties. The Project Team will be supported by the Project Steering Group and will report as necessary to the Executive Advisory Board. The project steering group will consist of key officers from each organisation, with one or two representatives each. These will be staff actively involved in the project on a day to day basis, and will include the Project Manager and Senior User from the Environment Agency. The Executive Advisory Board will have a single named representative from each organisation, which will be a senior leader. For the Environment Agency this will be the Area Flood Risk Manager. The Executive Advisory Board and Project Steering Group delegates the everyday running of the project to the Project Team.



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Role of the Project Steering Group

- The Project Steering Group monitor the overall progress of the Project against the objectives set out in this memorandum of understanding;
- On behalf of the Parties, define tolerances for changes to cost, programme or quality/scope under which the Project Team will deliver the project
- Agree programme, financial and scope changes to the project outside the tolerances set
- Help provide solutions to problems raised by the Project Team
- Members of the Project Steering Group act as the primary point of contact for their respective organisations
- Assist in finding further funding for the project should the project overspend
- Consider and approve publications in respect of the Project;
- Trust the project team to do their job;
- Report to the Executive Advisory Board on all relevant matters

Role of the Executive Advisory Board

The Executive Advisory Board has overall responsibility for the project. These responsibilities include:

- Represent the required organisations.
- Authorise the organisational strategic direction against which the project is to deliver.
- Resolve conflict between the Parties and third parties as appropriate
- Provide continued commitment and endorsement in support of the programme objectives at executive and communications events.
- Provide advice and support to the Project Steering Group, including escalated decision making

**7. Funding/Risk of cost increases**

The Parties will work together to ensure sufficient budget is available for the Project to be delivered. This will include identifying funding sources and submitting the necessary applications. As the lead delivery partner the Environment Agency will have overall responsibility for identifying and applying for this funding, with Wiltshire Council and Chippenham Town Council providing all necessary assistance.

Appropriate risk allowances shall be included at all stages in the project, with funding being sought for the costs including this risk allowance.

If there is a cost overrun beyond this risk allowance then all Parties will collaborate to agree the best way forward. This will focus initially on opportunities to reduce costs or revise the scope. If this cannot be achieved, then additional funding sources will be identified and applied for.

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As part of the production of the Full Business Case the Parties will produce a collaboration agreement that details the risk allocation to each organisation during construction. This will be based on detailed cost estimates and a jointly agreed risk register.

**8. Status**

Nothing in this MOU will be construed as creating a partnership or joint venture. No one Party shall represent itself as being the agent of the other Party and nor is any Party authorised to commit the other party to any arrangement with a third party.

This MoU is agreed in good faith by the Parties on the basis that it is a fair and honest statement of intentions. The Parties confirm that they do not intend by signing this MoU to enter into a legally binding relationship and in particular it has no validity as a binding contract under any law or legal system.

The officers below have agreed and signed the MoU on behalf of the Parties

**Signatures:**

SIGNED for and on behalf of the  
Environment Agency

SIGNED for and on behalf of  
Chippenham Town Council

.....  
Emma Baker, Wessex Area Manager

.....

Dated .....

Dated .....

SIGNED for and on behalf of the  
Wiltshire Council

.....

Dated .....

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## Memorandum of Understanding between the Environment Agency, Chippenham Town Council and Wiltshire Council for the Chippenham River Improvement Project

This Memorandum of Understanding (MoU) is dated 18<sup>th</sup> March 2024

### Between

- (1) **Environment Agency** whose principal office is at Horizon House, Deanery Road, Bristol, BS1 5AH
- (2) **Chippenham Town Council** of High Street, Chippenham, Wiltshire SN15 3ER
- (3) **Wiltshire Council** of County Hall, Bythesea Road, Trowbridge, Wiltshire BA14 8JN

“The **Parties** and each a **Party**”.

### Strategic Context and Purpose

Having regard to their discrete responsibilities, the Parties recognise the role that the Chippenham River Improvements Project (“the Project”) plays in:

- a) Reducing flood risk to people, property, and infrastructure;
- b) Improving the ecological and amenity value of the river corridors; and
- c) Enabling growth and regeneration in Chippenham.

The Parties are members of the Chippenham Town Centre Partnership Board, whose aim is to promote projects that will enhance the centre of Chippenham. Works along the River Avon are one of the key priorities of this group. The Parties have agreed to this Memorandum of Understanding (MoU) to guide the Parties working together on this Project.

This MoU reflects the commitment of the Parties to work together and identifies the following aims:

- 1) Reduce flood risk to Chippenham Town Centre and provide resilience / adaptive measures to climate change, whilst safeguarding and where practicable enhancing the ecological and amenity quality of the river corridor; and
- 2) Assist in enabling Town Centre regeneration for economic benefit and to maximise the quality of the resident and visitor experience to the town.

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### **Approach**

This MoU sets out the shared intent of the Parties to work together on the Project. An ongoing programme of engagement will be established to monitor the progress against the agreed aims and desired outcomes of the Project.

### **Guiding Principles**

The Parties recognise that the Project will be fundamental to the protection and enhancement of Chippenham Town Centre's urban and natural riparian environment. The Parties aim to:

- i. Collaborate on timescales, responsibilities and project management mechanisms;
- ii. Produce and collaborate on relevant documentation and work to timescales to allow decisions and progress to be made;
- iii. Collaborating to define the scope of the project, balancing competing priorities and within boundaries of practical and financial constraints;
- iv. Establish effective and efficient means for communication and collaboration;
- v. Identify potential synergies from complementary interests and plan how best to exploit these;
- vi. Communicate openly, regularly and in a timely fashion with each other and our stakeholders; and
- vii. Use best endeavours to see the project through to construction and delivery.

### **Objectives of the Project**

The Project seeks to achieve the following objectives:

- 1) Review and assess the condition of the structures which manage the water levels on the River Avon through Chippenham. The current mechanical structure is at the end of its operational life and the Project seeks to identify a suitable approach to replace this structure. The Project will utilise this opportunity to review the function of the structures managing the water level, and identify a preferred approach, endorsed by the Parties, which will continue to manage flood risk to people, property and infrastructure, whilst improving the ecological and amenity value.
- 2) Reduce flood risk to Chippenham Town Centre and provide resilience / adaptive measures to climate change, whilst safeguarding and where practicable enhancing the ecological and amenity quality of the river corridor.
- 3) Assist in enabling Town Centre regeneration for economic benefit and to maximise the quality of the resident and visitor experience to the town.
- 4) Work with other stakeholders to ensure any improvement works link in with other objectives and strategic plans.

### **Project Governance**

The Project will be delivered by a Project Team appointed by the Environment Agency on behalf of the Parties. The Project Team will be supported by the Project Steering Group and will report as necessary to the Executive Advisory Board. The Project Steering Group will

## OFFICIAL

consist of key officers from each Party, with one / two representatives from each Party. There will be staff actively involved in the Project on a day-to-day basis and will include the Project Manager and Senior User from the Environment Agency. The Executive Advisory Board will have a single named representative from each Party, who will be senior leaders. For the Environment Agency, this will be the Area Flood Risk Manager. The Executive Advisory Board and Project Steering Group will delegate the everyday running of the project to the Project Team.

**Role of the Project Steering Group**

The Project Steering Group monitor the overall progress of the Project against the objectives set out in this MoU.

- On behalf of the Parties, define tolerances for changes to cost, programme or quality / scope under which the Project Team will deliver the Project;
- Agree programme, financial and scope changes to the Project outside the tolerances set;
- Help provide solutions to problems raised by the Project Team;
- Members of the Project Steering Group act as the primary point of contact for their respective Party;
- Assist in finding further funding for the Project should there be a project overspend;
- Consider and approve publications in respect of the Project;
- Trust the Project Team to carry out their role; and
- Report to the Executive Advisory Board on all relevant matters.

**Role of the Executive Advisory Board**

The Executive Advisory Board have overall responsibility for the Project. These responsibilities include:

- Represent the Parties;
- Authorise the organisational strategic direction against which the Project is to deliver;
- Resolve conflict between the Parties and third parties as appropriate;
- Provide continued commitment and endorsement in support of the programme objectives at executive and communications events; and
- Provide advice and support to the Project Steering Group, including escalated decision making.

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### **Funding / Risk of Cost Increases**

The Parties will work together to ensure sufficient budget is available for the Project to be delivered. This will include identifying funding sources and submitting the necessary applications. As the lead delivery partner, the Environment Agency will have overall responsibility for identifying and applying for this funding, with Wiltshire Council and Chippenham Town Council providing necessary assistance.

Appropriate risk allowances shall be included at all stages in the Project, with funding being sought for the costs including this risk allowance.

If there is an overspend beyond this risk allowance, then the Parties will collaborate to agree the best way forward. This will focus initially on opportunities to reduce costs, or revise the scope. If this cannot be achieved, then additional funding sources will be identified and applied for.

As part of the production of the Full Business Case, the Parties will produce a Collaboration Agreement that details the risk allocation to each Party during construction. This will be based on detailed cost estimates and a jointly agreed risk register.

### **Term and Termination**

This MoU shall commence on the date of signature of the Parties and shall expire on completion of the Project.

Should Wiltshire Council or Chippenham Town Council feel that the Project is not progressing, it may withdraw its support by giving written notice to the Environment Agency and the other Party.

### **Status**

This MoU is not intended to be legally binding, and no legal obligations or legal rights shall arise between the Parties from this MoU. The Parties enter into this MoU intending to honour their obligations.

Nothing in this MoU is intended to, or shall be deemed to, establish any partnership or joint venture between the Parties, constitute any of the Parties as the agent of the other Parties, nor authorise the Parties to make or enter into any commitments on behalf of the other Parties.

### **Governing Law and Jurisdiction**

This MoU shall be governed by and construed in accordance with English and Welsh law and, each Party agrees to submit to the exclusive jurisdiction of the courts of England and Wales.

The officers below have agreed and signed the MoU on behalf their respective organisation.



**CHIPPENHAM  
TOWN COUNCIL**  
Improving the quality of town life



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SIGNED for and on behalf of the  
Environment Agency

.....  
Ian Withers, Wessex Area Director

Dated .....

SIGNED for and on behalf of Chippenham Town Council

.....

Dated .....

SIGNED for and on behalf of the  
Wiltshire Council

.....

Dated .....

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