

16th September 2020**AGENDA**

Dear Councillor

You are summoned to the:

Meeting of Warminster Town Council
on Monday 21st September 2020 at 7pm
to be held online

Membership:

Cllr Batchelor (Broadway)	Cllr Macfarlane (West)
Cllr Brett (East)	Cllr Nicklin (West)
Cllr Davis (East)	Cllr Pitcher (Broadway)
Cllr Doyle (East)	Cllr Ridout (West)
Cllr Fraser (West)	Cllr Robbins (East)
Cllr Fryer (Broadway)	Chairman of the Council and Mayor
Cllr Jeffries (Copheap)	Cllr Spender (Broadway)
Vice Chairman of the Council and Deputy Mayor	

Normally, the council would meet in person and provide an opportunity for members of the public to attend. However, during the current emergency this is not possible, and the Government have put in place Regulations that allow 'virtual' council and committee meetings to be convened and held to conduct local authority business.

The council has adopted appropriate procedures to ensure the smooth administration of such virtual meetings.

If you wish to address members in public participation please contact admin@warminster-tc.gov.uk at least a day prior to the meeting to enable this to be facilitated. If you wish to view the meeting please see the link on the Warminster Town Council website www.warminster-tc.gov.uk in the meetings diary.

Yours sincerely



Fiona Fox BA (Hons) MCIPD FSLCC
Town Clerk and Responsible Financial Officer

1. **Apologies for Absence**
To receive and accept apologies, including reason for absence, from those unable to attend.
2. **Declarations of Interest**
To receive any declarations of interest under Warminster Town Council's Code of Conduct issued in accordance with the Localism Act 2011.
3. **Minutes**
 - 3.1 To approve (and sign at a later date) as a correct record, the minutes of the Full Council meeting held on Monday 20th July 2020; copies of these minutes have been circulated and Standing Order 12.1 provides that they may therefore be taken as read.
 - 3.2 To note any matters arising from the minutes of the Full Council meeting held on Monday 20th July 2020.
4. **Chairman's Announcements**
 - 4.1 Announcements.
 - 4.2 Mayoral Engagements – to note the Mayor opened the Water Refill Station on 14th August 2020.
5. **Correspondence Circulated**
Members to note the list of all correspondence circulated since the last meeting. (See attached).
6. **Questions**
To receive questions from members of the council submitted in advance to the Clerk.

***Standing Orders will be suspended
to allow for public participation.***

7. **Public Participation**
To enable members of the public to address the Council with an allowance of three minutes per person regarding any item on the agenda and to receive any petitions and deputations. The Mayor will read any statements submitted

***Standing Orders will be reinstated
following public participation.***

8. **Reports from Unitary Authority Members**
To note any reports provided which are relevant to the Full Council.
9. **Proceedings of Committee**
To receive minutes with recommendations from committees, already circulated, and to consider any questions arising from them.
 - 9.1 **Finance and Audit Committee** meeting held on 4th June 2020 and 3rd August; questions to Cllr Ridout, Chairman of the committee.
 - 9.2 **Planning Advisory Committee** meeting held on 13th July 2020 and 10th August; questions to Cllr Nicklin, Chairman of the committee.
 - 9.3 **Environmental Services Committee** meeting held on 13th July 2020; questions to Cllr Fraser; Chairman of the committee.

9.4 Parks and Recreation Committee meeting held on 26th May 2020; questions to Cllr Brett, Chairman of committee.

10. Commemorative Plaque at the Athenaeum

Warminster Town Council has received a request to fund a commemorative plaque at the Athenaeum to commemorate 20 year of the existing Trust. In addition, a technical systems item will be presented to members. **(See attached)**

Recommendation; Members agree to request and fund the purchase and installation of the plaque from general reserves.

11. Strategic Plan 2021 - 2026

The council's current strategic plan covers the period 2016 – 2021. A new plan is required and attached is an explanatory report and strategic plan 2021 - 2026. The development of the plan is an iterative process, with the next stages covering visioning and tactical delivery. The four key strategic priorities identified are:

- Taking on new services, assets and responsibilities
- Building a strong, healthy community
- Enabling the new normal
- Reducing our environmental impact

At this stage members are asked to approve the key strategic priorities, it is from these that the rest of the plan is derived.

Recommendation: members to approve and adopt the four key strategic priorities.

12. Warminster Town Council: Climate Change – Warminster Pledge

The Climate Change Working Group have met on several occasions and are presenting to members a Climate Change Warminster Pledge, for consideration and adoption. **(See attached.)**

Recommendation: That members approve and adopt the Climate Change Warminster Pledge.

13. Warminster Town Council: Draft Climate Change Strategy

The Climate Change Working Group have produced a Draft Climate Change Strategy. **(See attached.)**

Recommendation: That members note the Draft Climate Change Strategy and approve a month-long public consultation on the Draft Strategy.

14. Grounds Maintenance and other contracts

The council has several service contracts with Idverde that are due to end in April 2021. Officers have prepared a report presenting the options of either: re-tendering the contracts or providing the services 'in house'. **(See attached.)**

Recommendation: That members agree to not retender the contracts and agree that when the contracts expire the services will be provided by the Warminster Town Council's own direct labour force.

15. Website accessibility

The Public Sector Bodies (Websites and Mobile Applications) (No.2) Accessibility Regulations 2018 impose a legal duty on public sector organisations to ensure that their websites and apps respectively meet accessibility requirements. Public sector websites published before 23 September 2018 must be compliant by 23 September 2020. The Warminster Town Council's website must comply with the regulations by this date.

Members to note that changes have already been made to improve the accessibility of the council's website and that the council will comply with the requirement to have an accessibility statement and plan of action in place by the 23 September 2020.

16. Communications

The members to decide on items requiring a press release and **to nominate** a speaker for any item on the agenda if required.

Minutes from this meeting will be available to all members of the public either from our website www.warminster.uk.com or by contacting us at Warminster Civic Centre.

CORRESPONDENCE LIST

Date	Name	Item/Response	Action Taken
15.07.20	Neighbourhood Alert	Social Media Scams 14/07/2020 17:10:22	Email
16.07.20	Neighbourhood Alert	Live Cyber and Fraud Q and A on Our Facebook Page Today from 5Pm To 630Pm 15/07/2020	Email
16.07.20	Neighbourhood Alert	Welfare Checks Carried Out As Part of Modern Slavery Operation 16/07/2020	Email
16.07.20	Wiltshire Council	Invitation to help shape the reopening of libraries during the pandemic	Email
17.07.20	Neighbourhood Alert	Do You Have Cctv At Your Home Or Business?	Email
17.07.20	Neighbourhood Alert	Are You Shopping Online? 17/07/2020	Email
17.07.20	Wiltshire Council	Latest news and events from Warminster Our Community Matters for 07/17/2020	Email
20.07.20	Wiltshire Police	Police report for Town Council meeting 20/07/20	Email
21.07.20	Wiltshire Police	Trees – Ash Die Back	Email
22.07.20	Neighbourhood Alert	Public Reminded To Report Suspicious Activity and Concerns about Vulnerable People 22/07/2020	Email
24.07.20	Wiltshire Council - Democratic Services	Briefing Note 20-25 Leisure Centres to start reopening next month	Email
27.07.20	Wiltshire Council	Latest news and events from Warminster Our Community Matters for 07/24/2020	Email
27.07.20	Neighbourhood Alert	Introducing Our New Safety In Neighbours Burglary Campaign 27/07/2020	Email
28.07.20	Warminster Town Council	Information from Wiltshire Council about Corona Virus testing station.	Email
29.07.20	Community First	Volunteers needed – local link scheme	Email
29.07.20	Community First	NALC – Six Online Training Events	Email
29.07.20	Wiltshire Council	Briefing Note 20-26 Three biggest libraries to open next week	Email
31.07.20	Neighbourhood Alert	First Ever National Impact Survey Launched By Neighbourhood Watch 30/07/2020	Email
31.07.20	Neighbourhood Alert	Royal Wootton Bassett Station Re-Open Their Doors After Substantial Refurbishment	Email

CORRESPONDENCE LIST

31.07.20	Wiltshire Council	Latest news and events from Warminster Our Community Matters for 07/31/2020	Email
03.08.20	Yorkshire Regiment	Summer Newsletter	Email
04.08.20	Defence Infrastructure Organisation (DIO)	Temporary road closures on the A345 to remove diseased trees on MOD land	Email
06.08.20	Wiltshire Council	Briefing Note 20-27 - Temporary Pavement Licences	Email
06.08.20	Wiltshire Council	UPDATED- Briefing Note 20-27 - Temporary Pavement Licences	Email
06.08.20	Wiltshire Police	Campaign Launched To Reduce Additional Policing Demands During Summer 06/08/2020	Email
06.08.20	Wiltshire Police	Car Owners Urged To Be Alert 06/08/2020	Email
06.08.20	Wiltshire Police	Summer Demand: Tackling Anti-Social Behaviour As Summer Spikes Continue 06/08/2020	Email
07.08.20	Neighbourhood Watch	August E-Newsletter Edition of Ournews Is Here 06/08/2020	Email
07.08.20	Wiltshire Police	When Did You Last Check on Your Shed Or Garage? 07/08/2020	Email
10.08.20	Wiltshire Council	Agenda for Western Area Planning Committee, Wednesday 19 August 2020, 3.00 pm	Email
10.08.20	Warminster Town Council	Mayor Notes 9 -12 from Cllr Robbins	Email
10.08.20	Wiltshire Council	Latest news and events from Warminster Our Community Matters for 08/07/2020	Email
14.08.20	Wiltshire Council	Briefing Note 20-28 Planning Update August 2020	Email
17.08.20	Wiltshire Council	Latest news and events from Warminster Our Community Matters for 08/14/2020	Email
18.08.20	Dorset & Wilts Fire and Rescue Authority	Information for Wiltshire Parish Councils - Dorset & Wilts Fire and Rescue Authority, Wiltshire Local Performance & Scrutiny Committee	Email
19.08.20	Wiltshire Council	Urgent Closure Imber Road Warminster	Email
21.08.20	Neighbourhood Alert	Service Urges Drivers To Take Care on Roads 21/08/2020	Email

CORRESPONDENCE LIST

22.08.20	Neighbourhood Alert	Police Urge Victims of Sextortion and Revenge Porn Not To Suffer In Silence	Email
25.08.20	Wiltshire Council	COVID-19 UPDATE – Monday 24 August 2020 - on behalf of Cllr Whitehead	Email
25.08.20	Wiltshire Council	British Telecom Proposed Payphones Removal Consultation 2020	Email
27.08.20	McCarthy & Stone	Proposals for the redevelopment of land at the former Woodmead Care Home, 35 Portway, Warminster	Email
28.08.20	Wiltshire Council	Temporary Closure of: Smallbrook Road (Part), Warminster	Email
01.09.20	Wiltshire Council	Planning decisions from Wiltshire Council for Warminster July/August	Email
01.09.20	Wiltshire Council	Temporary Closure of: Bradley Road (Part), Longbridge Deverill (12/10/20 - 14/10/20)	Email
02.09.20	Wiltshire Council	Temporary Closure of: Station Road (Part), Warminster (23/10/20 - 30/10/20)	Email
03.09.20	St Giles Church, Imber	St Giles Church, Imber Newsletter No 134	Email
04.09.20	Wiltshire Council	WILTSHIRE COUNCIL UPDATE – Friday 4 September on behalf of Cllr Whitehead	Email
07.09.20	Wessex Water	Wessex Water Survey works- Boreham Road, Warminster	Email
08.09.20	Wiltshire Council	Station Road Warminster Closure Friday 23rd October 2020 and will be completed by Friday 30th October between the hours of 19:00 and 00:00 midnight	Email
10.09.20	Wiltshire Council	Briefing Note 20-30 - Area Board Boundary Review	Email

Request for a commemorative plaque at the Athenaeum

Warminster Town Council has received a request to support the provision of a new plaque in the Athenaeum.

The following letter is from Mr Tony Nicklin, Chairman Warminster Athenaeum Trust

"The reasoning behind the new plaque is that there is an existing plaque in the foyer installed in 1969 by a group that took residency in the Ath , but did not keep its momentum going beyond about 1980, and is no longer known to us ? The occupation of the ATH seems to go in waves of demographic enthusiasm.

I formed a steering group taking up an invite from WWDC Cllr P. Batchelor in 1998, and after 2 years I was able to agree a format with the Charities Commission , WWDC and Warminster Town Council . I was not a WTC Cllr at the time but was already active on the local community group scene, and was able to show WTC the benefits of becoming "joint" Trustees with the Community. This is a most important link that I believe the current WTC perhaps may not appreciate, in that should the local community fail to find 5 Trustees at an annual AGM, and maintain a solvent group, then WTC becomes the last remaining but formal body that has to take over the Ath.....AGAIN !

There is a clear history of this happening at least twice in the past 170 years, but they were with different councils. The Warminster Urban District being the most important and successful, whereas WWDC were quite the opposite.

With the formation of the new Trust there was never a visual recognition in the same way as in 1969. The current Trustees are still the same as the formation Trustees (except for 1 member who is still 15 years served) and they are still going strong. Having done 20 years we are trying to plan for the future . The main reason for the success of the current Trust is the sound financial control that we have, and our independence from any specific purpose other than to serve the Community with a Centre such as ours, it is unique to Warminster. We would like some help with the cost of this plaque , but cost is not the real reason for the request. You could argue that it is not essential as we haven't needed one for 20 years , but we feel that WTC could show to us its continued commitment by becoming more involved with the whole ethos of the ATH and by proposing that they contribute with this recognition. This would be independent of the grants system that we apply for each year, especially as they are limited to the £2k category and normally goes into a matched fund capital project.

Perhaps the time has come for WTC to step forward and use its Dewey Fund , Section 106 and CIL opportunities to provide even better and wider independent community facilities, and this is just a start."

Regards

Tony Nicklin
Chairman Warminster Athenaeum Trust

Officer Comments

As the letter sets out, there are strong links between the town council and the Athenaeum, in particular Warminster Town Council is a “joint” Trustee and potentially the fall-back body to run the Athenaeum.

The Athenaeum is acknowledged as a huge asset to the town: the countless hours of volunteering, development of performers, entertainment given to audiences; its contribution to the vitality of the town are enormously positive. They are entirely in line with the aims of the council as set out in its strategic policy documents. It would be entirely appropriate for the council to recognise that contribution and in particular the work of the Trust.

The Athenaeum has already sourced a quote for the cost of supplying and fit a plaque for £984 plus VAT.

Options for funding

1. Dewey – The council could ask for the Dewey Trust to make a payment.
2. CIL – The council could pay for a plaque using CIL monies. However, the council has a list of priorities for CIL, they are currently the replacement of the paddling pool, funding of the development of a new Town and Neighbourhood Plan and additional outdoor leisure provision – i.e. outdoor table tennis tables and a boules area.

The council also has a scoring system for prioritising CIL projects, it is unlikely the Athenaeum plaque would score highly.

3. Section 106 – All such monies are given with conditions attached to how they may be spent. It is not apparent that any of the section 106 contribution currently available would be suitable to pay for a plaque.
4. Refer the matter to the Finance and Audit Committee and ask them to identify a source of funding.
5. Council Funds

The Council’s legal powers to make grants under the Local Government Act 1972, s11 the council is empowered to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of its functions. Therefore, the council can lawfully issue grants pertaining to its statutory powers.

Grants not covered by these powers can be made instead under the Local Government Act 1972, s137. This Act empowers a local council to spend up to a prescribed amount in any one year per head of the population in the area. Such grants must be for the benefit of the inhabitants of the area or part of.

The Council could use the s137 powers to pay for the plaque. Such payments come from general reserves.

Warminster Town Council Strategic Plan

2021 – 2026

16TH SEPTEMBER 2020

Introduction

- *To be written by the mayor*

- *To be completed once strategic priorities approved*

Our priorities

We will reduce our environmental impact and support Warminster community to do the same

Reducing our environmental impact

Taking on new services, assets and responsibilities

We will work with our partners to ensure maximum benefit for Warminster from services, assets and responsibilities devolved to us from Wiltshire Council. Ensure the transferred services are efficient and needed

Warminster

A place to live
A place to work
A place to enjoy
A council to deliver

Enabling the new normal

Building a strong, healthy community

We acknowledge the Covid19 pandemic has fundamentally changed society, our community and how we can and will operate as a council

We will work with residents and partners to build and maintain a strong community where people get the best start and lead fulfilling, healthy lives.

New services, assets and responsibilities

What will we do?

- Identify which services, assets and responsibilities will provide benefit to the town, ensuring key value assets and services are retained
- Ensure that following any devolution we will obtain best value and quality of service for the town
- Align devolution with our environmental impact commitments
- Work with partners to provide a cohesive approach and hence deliver a flexible, joined-up service that is greater than the 'sum of its parts' across the council's portfolio
- Ensure our property portfolio meets our strategic and operational requirements

We will work with our partners to ensure maximum benefit for Warminster from services, assets and responsibilities devolved to us from Wiltshire Council. Ensure the transferred services are efficient and needed.

New services, assets and responsibilities

How will we do it?

- When making decisions on service provision we will build on our skills and strong public service ethos to select the most appropriate service delivery model
- Build on community feedback to identify specifically the assets and services the community most highly values, and focus on those assets
- Commit funding and staff allocation to the priority areas, and explore all funding streams
- Review current staff structure and skills mix to ensure we have the right team to deliver
- Work with Wiltshire Council to ensure assets are transferred in a coherent and planned manner
- Develop our brand to generate a sense of pride for both the council and the town
- When designing future service provision, this will be aligned with our climate and ecological emergency strategy

Who will we work with?

- Wiltshire Council
- Contractors and specialist service providers
- The community
- Community groups
- Neighbouring town and parish councils
- National advisory groups
- Local and national grant awarding bodies

Building a strong, healthy community

What will we do?

- Work to improve the economic, social, cultural and environmental wellbeing of the area
- Support the community to be connected, inclusive, safe and active
- Enable people – residents and visitors to feel a sense of belonging and to participate actively in our community
- As a council and in partnership with community groups, to help and encourage health and wellbeing opportunities and initiatives in the town
- Provide additional support and signposting to residents with the greatest challenges
- Get Warminster connected, influencing our partners to maintain and improve transport and digital links
- Become a town that attracts companies offering high value employment

We will work with residents and partners to build and maintain a strong community where people get the best start and lead fulfilling, healthy lives

Building a strong, healthy community

How will we do it?

- Work collaboratively with our partners to deliver what the community identifies, and thinks is important
- Provide inclusive and accessible signposting of community activities to connect people and tackle social isolation
- Work with our partners to retain and expand the current network of safe and useable cycle ways and footpaths and to consider integrated bus services and community transport schemes
- Work to ensure the continued provision and maintenance of access to rights of way and countryside
- Encourage volunteering within the community, and recognise when community groups are better placed to provide a service and to support them in their work
- Revise the town's Neighbourhood Plan
- Work with community groups to ensure their vibrancy, longevity and the ability to deliver. Work with volunteers to set up new community groups which will bring sustainable benefit to the town
- Deliver public events; promoting the town and making our community spirit stronger

Who will we work with?

- Residents
- Schools, colleges and other training providers
- Cultural and sporting partners, Sport England and other national governing bodies
- Dorset and Wiltshire Fire and Rescue Service, Wiltshire police service and NHS partners
- Wiltshire, neighbouring councils, and Warminster area parish councils
- Voluntary, community and social enterprise organisations
- Bus companies and other transport providers
- Warminster Area Community Engagement Manager
- Local and national grant awarding bodies

Enabling the new normal

What will we do?

- Ensure the safety of officers and members as the pandemic changes and develops over the coming months and years
- Deliver for the community and provide a safe environment
- Demonstrate relevance, be active, adept, fleet of foot and getting on with it
- Harness new community spirit and engagement facilitating opportunities for continuing involvement
- Build community leadership by work with other agencies including other tiers, health and community sector
- Active Place-Shaping using recovery plans to build better communities
- Strengthen diversity with people from all backgrounds involved
- Embrace technology, virtual and online, promote engagement (e-mails, social media); hybrid meetings where appropriate
- Build capacity with effective and resilient processes in place including finances
- Become a Transition Town

We acknowledge that the Covid19 pandemic has fundamentally changed society, our community and how we can and will operate as a council

Enabling the new normal

How will we do it?

- Continue to develop working practices which ensure the safety of both officers and members
- Continue to adhere to the Government's rules and regulations regarding Covid safeguarding across our portfolio
- Enhance our brand so that the community can clearly see the added value of the council
- Normalise and become 'virtually' resilient
- Enable people – residents and visitors to feel a sense of belonging and to participate actively in our community
- Work collaboratively with our partners
- Our decisions will consider how they support the town being a great place in which to live now, and a great place which helps communities thrive in future
- Produce a dynamic strategic plan which will allow us to quickly pivot
- Broaden and seek new community collaborations
- Embrace new technology which extends our reach, accessibility and diversity in the community

Who will we work with?

- Community partners
- Wiltshire and other neighbouring councils
- Government departments
- National Association of Local Councils
- Society of Local Council Clerks
- Community Organisers
- Community Engagement Manager
- Local NHS
- Warminster Community Radio

Reducing our environmental impact

What will we do?

- Adopt reduce, reuse and recycle across all aspects of our operations
- Promote behavioural change to reduce waste and increase reuse and recycling
- Strive to become a carbon neutral organisation by 2030
- Protect, encourage and expand Warminster's natural biodiversity
- Work with our partners to retain and expand the current network of safe and useable cycle ways and footpaths and to consider integrated bus services and community transport schemes
- Build and celebrate community pride in our environment to help keep it clean and safe
- Support the development of appropriately located renewable energy
- Provide an environment that attract business and tourism that is committed to reducing their environmental impact
- Engage with the community

*We will reduce our
environmental impact and
support Warminster
community to do the same*

Reducing our environmental impact

How will we do it?

- Develop a climate and ecological emergency strategy working with our partners, government and local community
- Actively respond to proposals that impact on the environment
- Delivery a verge and other green spaces management and street cleansing strategy
- Responsibly manage the spaces, building and land we have responsibility over
- Support the Environmental Agency on flood protection projects
- Revise the town's Neighbourhood Plan

Who will we work with?

- Voluntary, community and social enterprise organisations
- Significant landowners
- Wiltshire, and other neighbouring local councils
- Wiltshire Wildlife Trust
- Natural England
- Environment Agency
- Government departments
- National advisory groups

Introduction

The attached strategic plan identifies four key priorities:

- Taking on new services, assets and responsibilities
- Building a strong, healthy community
- Enabling the new normal
- Reducing our environmental impact

Under recommendations members are requested to approve these priorities. From setting the priorities we move to visioning, and development of tactical delivery plans. Members approve the direction of travel for the council by approving the strategic priorities and officers provide the tactical delivery plans: council directs, officers deliver.

Background

Warminster Town Council (WTC/the council) currently has a strategic plan supported by a service delivery plan which details how the strategy will be delivered. The latter has been updated on an annual basis and presented to members accordingly. The current strategic plan (the plan) runs for five years, from May 2016 to April 2021. A new plan needs to be in place early next year.

Why does the council need a strategic plan?

Strategic planning enables the clerk to provide members with the framework to establish and agree the council's priorities over the next five years, and to give officers the framework to deliver those priorities for members. It ensures everyone: members, officers, residents, the public, and other stakeholders, like Wiltshire Council, all understand and are working towards common, shared goals. Effective strategic planning articulates not only where the council is going and the actions needed to make progress, but also how it will know if it is successful.

In summary, strategic planning considers four elements:

1. **Where are we now?** Looks at the current situation in which WTC is operating and how it might change over the next five years; what's happening externally, in and around Warminster, Wiltshire, the UK and even internationally where that impacts WTC. We then consider inside WTC: the skills and experiences of members and officers, how the public and residents view WTC, their experiences and expectations. We then 'cross match' those to identify WTC's strengths and weaknesses and hence the strategic themes.
2. **Where do we want to go?** Having identified the strategic priorities, the absolute key issues that the council needs to focus on, we then move to generating a vision for where WTC wants to be in five years to address those priorities.
3. **How are we going to get there?** Having decided on the strategic priorities we need to build tactical plans to deliver each one. These can include things like infrastructure, staff organisation, committee structure, or external engagements.

The decision to take on the depot, and to purchase IT for members are two recent examples of the sorts of decisions that could come from these tactical plans. These tactical plans must be aligned to, and be derived from, the strategy, not the other way around - to plan a journey (tactical plan), first we need to know where we're heading (vision and strategic priorities).

4. **How will we know we're going in the right direction?** These are the measures and metrics we'll use to guide and give confidence that the tactical plans are delivering effectively. Consider them as the strategic plan version of the Project Manager progress reports during the skate park build. Good measures focus on outputs - what's been achieved - not inputs, they are simple and visible so the whole team can see what's happening, and most importantly actionable - someone can do something different as a result of measuring it.

The attached plan addresses point 1 and part of 2, the vision still requires work.

How has the plan been drawn up?

A strategic workshop was arranged in August for councillors and officers: the mayor, deputy mayor, Cllrs Nicklin and Fraser, Fiona Fox, Tom Dommett, Stuart Legg and Judith Halls. The session was facilitated by an experience business strategist.

We considered the external and internal situations in which the council is currently working. For the 'external' we used PEST analysis: Political, Economic, Social and Technology. This framework allowed us to consider in a logical way, things that are happening outside of WTC. There are variants and extensions, but PEST captures everything important in a simple way. We were asked what was happening under each heading that could make a difference to WTC over the next five years.

For 'internal' we used the Cultural Web model. As with PEST, it is a framework to ensure all areas are covered, but for the internal elements of WTC. Like any organisation, the council is made up of the people involved (officers, members, residents/electorate, other stakeholders), how they operate, and their expectations and experiences. This model uses six interrelated elements:

- **Stories** - past events and people talked about inside and outside WTC. Who and what we choose to immortalise says a great deal about what WTC values, and perceives as great behaviour.
- **Rituals and routines** - the day-to-day behaviour and actions of people that signal acceptable behaviour. This identifies what is expected to happen in a given situation
- **Symbols** - WTC's visual representation. The logos, the style of the office, the civic centre, the LPG, etc
- **Organisation structure** - both the formal structure defined by the organisational chart, and the unwritten lines of power and influence that show whose contributions are most valued
- **Control systems** - how WTC is controlled, financial systems, audit and quality systems, and rewards
- **Power structures** - pockets of real power in WTC, these have the greatest influence on decisions, operations, and direction

We then pulled together the external and internal elements together using SWOT - strengths/weaknesses/opportunities/threats. We were guided through an advanced application that allowed us to quickly identify the strategic priorities.

The approach outlined above is academically and pragmatically sound. It is endorsed by organisations like the Harvard Business School, the Chartered Management Institute and the LSE, and used by organisations big and small across the world. Its power is because it can work for both enormous international conglomerates and local high street shops, it applies just as well for charities as for local government as for hard, financially driven businesses.

Research tells us that the optimum number for a strategic planning workshop is between six and ten. Below six there is usually insufficient diversity of view and understanding, above ten the numbers become unmanageable and there is no significant improvement in the quality of outcomes.

Where from here?

The next stage is setting the council vision and the workshop attendees agreed that they would like another facilitated session.

Officers will then work on the delivery plans, metrics and key performance indicators.

This work is iterative and derives from the four strategic priorities.

Recommendation

That members approve the four strategic priorities

TAKE THE WARMINSTER PLEDGE!

Supported by Warminster Town Council in association with Sustainable Warminster.

Warminster Town Council are actively looking at their own operations and have an aim of becoming carbon neutral by 2030. We are asking the people of Warminster to 'take the pledge' and to try one or more of these easy changes, and help us to make Warminster a cleaner, greener, healthier place to live.

1. Switch your energy provider to a renewable tariff

This is one of the biggest impacts we can take as households. Visit for example www.bigcleanswitch.org – an energy comparison site that only lists renewable tariffs.

2. Switch off! – save energy at home and save money

When your lightbulbs need replacing, switch to LED bulbs. Switch off lights when you leave the room, turn things off standby, turn your thermostat down.

3. Move your money

Many banks and pension providers are investing in the fossil fuel industry. Put your money to green use. Visit websites such as www.switchit.money. NB. If you're looking to move your pension, do take professional financial advice first!)

4. Cut your digital footprint

Data centres that store our e-mails currently use around 1% of global electricity demand. Delete any e-mails, photos and old files you no longer need

5. Reduce your food waste

If food waste were a country, it would be the 3rd biggest emitter of greenhouse gas emissions AND 50% of all food waste occurs in the home! Look on our website for waste cutting/money saving ideas.

6. Plant a tree and 'rewild' your garden

A tree is the best way to remove carbon from the atmosphere. Sustainable Warminster can offer advice and provide you with a sapling to plant. Leaving a patch of your garden to 'go wild' can increase the numbers of bees and pollinators visiting by up to 10 times.

7. Travel smart

Could you commit to walking, or cycling a proportion of your shorter journeys say under half a mile? Can you car share or take public transport to lower the impact of your daily commute?

8. **Reduce and re-use**

Think reduce and reuse whenever you can – whether that's coffee cups, water bottles, shopping bags, or face masks.

9. **Eat smart**

Food production is responsible for around 30% of global greenhouse gas emissions. Reduce that impact by trying meat-free Monday, swap one regular product for an organic or Fairtrade equivalent, support local producers and retailers, this often results in lower 'food miles'

10. **Use your voice**

And share your changes with your friends and family, your school, your workplace, businesses and elected representatives. Share the Warminster pledge too - invite them to get involved!

Share your pledge with us using the form below, or via the Warminster Town Council Facebook page. Further ideas about all the pledges can be found on the Warminster Town Council Website.

As extreme weather events become more frequent, we're all becoming more and more aware of the climate crisis - the impact that it will have on our lives in the very near future, and certainly on the lives of our kids and grandkids.

It's a massive issue – one that can feel really overwhelming. And it's easy to ask ourselves the question "Can I really make a difference?".

The answer to that question is a resounding "YES!" – individual actions DO make a difference. Warminster Council are actively looking at their own operations and have an aim of becoming carbon neutral by 2030, but we're aware that changes 'in house' are not enough, and we want to support Warminster residents to make a difference too.

We've put together some suggestions for 'easy eco changes' and are asking the people of Warminster to 'take the pledge' to try one or more of these changes, and help us to make Warminster a cleaner, greener, healthier place to live.

Let's do this together.

1. Switch your energy provider to a renewable tariff.

This is one of the biggest impacts we can take as households. Visit for example www.bigcleanswitch.org – an energy comparison site that only lists renewable tariffs. According to energy supplier Bulb, switching to renewable electricity and carbon offset gas could slash your carbon footprint by up to a quarter! AND it could save you money too.

Even if you're in rented property, if your name is on the bill, you should be able to switch providers. Grab a recent bill (so you get an accurate quote) and head over to Big Clean Switch (www.bigcleanswitch.org) or similar sites. Pop in all your details, pick the quote that suits you best and switch! It really is that easy!

2. Switch off! – save energy at home and save money

When your lightbulbs need replacing, switch to LED bulbs. Switch off lights when you leave the room, turn things off standby, turn your thermostat down.

Become an energy saving super-hero at home too (this is another one that will save you some money!). When your lightbulbs need replacing, look out for LED bulbs – replacing all the bulbs in your home with LED ones could knock up to £230 a year off your electricity bill. Switch off lights when you leave the room. Turn things off standby – they're still sucking up electricity. In fact, leaving appliances on standby accounts for around 10% of a household's energy usage. Turn your thermostat down by just 1C – doing this could cut another 10% of your energy bill.

3. Move your money

Many banks and pension providers are investing in the fossil fuel industry. Put your money to green use. Visit websites such as www.switchit.money. NB. If you're looking to move your pension, do take professional financial advice first!)

Not something that many of us think about, but many banks and pension providers are investing our hard earned cash in the fossil fuel industry, as well others things we'd prefer not to support.

According to a new campaign called Make My Money Matter (www.makemymoneymatter.co.uk), fronted by Comic Relief's Richard Curtis, moving your pension out of fossil fuels is 27x more powerful against climate change than giving up flying, meat and dairy combined!

And again, this isn't necessarily the headache that most of us assume it might be. There's a website called Switch It (www.switchit.money) where you can pick your bank or pension provider from the dropdown list and it will tell you how well (or otherwise) they perform when it comes to the planet. And it will then give you suggestions for better performers if you're looking to switch.

(NB. If you're looking to move your pension, do take professional financial advice first!)

4. Cut your digital footprint

Data centres that store our e-mails currently use around 1% of global electricity demand. Delete any e-mails, photos and old files you no longer need.

Have you ever thought about how much energy it takes for us all to be online? Probably not, but it's a lot. If the internet were a country it would rank #3 in the world for electricity consumption. Data centres that store our e-mails currently use around 1% of global electricity demand, but on current trends, this could rise to 30% by 2030!

Some easy steps to take (that can be done from your sofa!) are:

- Delete any e-mails you no longer need
- Unsubscribe from any e-mail newsletters or shops that you never read
- Switch your search engine to one like Ecosia (www.ecosia.com) – they use their ad revenue to plant trees, and produce twice as much renewable energy as they use, making them a 'carbon negative' organisation.

5. Reduce your food waste

If food waste were a country, it would be the 3rd biggest emitter of greenhouse gas emissions after the USA and China.

AND 50% of all food waste occurs in the home!

Both of these are shocking stats, but there also quite empowering, as it's something we can all do something about, relatively easily.

- Keep a note of all the food you throw away over a week and then take a look – is there something that's getting consistently thrown away (bagged salad is a prime culprit here!).
- Make a meal plan – have a look at what's already in your cupboards and fridge and make a meal plan for the week.
- Have an 'eat me first' box in the fridge for anything that's about to go out of date.
- Sign up to apps such as the Olio app (www.olioex.com) – an app that allows you to share any surplus food you might have with people nearby.
- Compost your veg peelings, tea bags etc. Wormeries can work well if you don't have any/much outdoor space, and the Wiltshire Council subsidise the cost of 'hot composters' for residents, which can take cooked food as well as meat and are a great choice if you have space.

6. Plant a tree and 'rewild' your garden

A tree is the best way to remove carbon from the atmosphere. Sustainable Warminster can offer advice and provide you with a sapling to plant. Leaving a patch of your garden to 'go wild' can increase the numbers of bees and pollinators visiting by up to 10 times.

Despite all our technological wizardry and know-how, us humans have failed to come up with a more effective way to remove carbon from the atmosphere than the humble (and amazing!) tree. If you have a garden, allotment or any other outside space, planting a single tree will make a difference. Sustainable Warminster can help – by advising you on which tree might be most appropriate for you, as well as providing you with a sapling to plant. Do get in touch (www.sustainablewarminster.co.uk)

If you haven't got space for a tree, then how about simply leaving a patch of your garden to 'go wild' and reduce your mowing frequency to every 4 weeks for the rest of the garden. Just by doing this, you can increase the numbers of bees and pollinators visiting your garden by up to 10x! Sustainable Warminster are taking part in the nationwide "Blue Campaign" and can supply you with upcycled blue wooden hearts to proudly display in your 'rewilded' garden.

If you're unable to do either of the above, then do consider making a donation to a charity like The Woodland Trust who are working hard not only to plant new trees, but to protect our existing precious ancient woodlands, which are a vital carbon sink.

7. Travel smart

Could you commit to walking, or cycling a proportion of your shorter journeys say under half a mile? Can you car share or take public transport to lower the impact of your daily commute?

38% of journeys in the UK are under 2 miles – a distance that could be cycled in around 10 minutes, or walked in under half an hour. Could you commit to walking, or cycling a proportion of your shorter journeys? Find your home on a map and circle a half mile radius. If your destination is within this zone, then don't drive. Over a year you will reduce your carbon use and will be fitter as a result.

Warminster Town Council are also dedicated to improving cycle routes throughout Warminster, so swap the car for a bike within your half a mile zone. Even just once or twice a week will help.

8. Reduce and re-use

Think reduce and reuse whenever you can – whether that's coffee cups, water bottles, shopping bags, or face masks.

Single use plastic is now more of a problem than ever when we take into account single use PPE. According to scientists, disposables are no safer when it comes to Covid-19 than reusables, and they're causing a huge amount of damage to our planet and our wildlife.

Bristol based charity City to Sea have started a great campaign called "Contactless Coffee" which is calling on the major coffee shop chains to take reusable cups, and even has a great video for coffee shop owners showing how they can fill a reusable cup without having to touch it (www.citytosea.org/uk/contactless-coffee).

9. Eat smart

Food production is responsible for around 30% of global greenhouse gas emissions. Reduce that impact by trying meat-free Monday, swap one regular product for an organic or Fairtrade equivalent, support local producers and retailers, this often results in lower 'food miles'

While we all have to eat, there are lots of ways we can easily reduce that impact.

- Try meat-free Monday, or even a vegan meal once a week
- Can you swap out one regular product for an organic, or a Fairtrade one from your weekly shop?

10. Use your voice

And share your changes with your friends and family, your school, your workplace, businesses and elected representatives. Share the Warminster pledge too - invite them to get involved!

Share your pledge with us using the form below, or via the Warminster Town Council Facebook page.

Our voices are more powerful than we know.

Sign that online petition, send a message to your supermarket on social media, e-mail our MPs, councillors, Businesses and governments. The more of us that speak up, the more likely we are to get change.

Warminster Town Council – DRAFT Climate and Ecological Emergency Strategy

Many town councils up and down the country have declared a 'climate and ecological emergency' and have produced strategy and action plans to reduce carbon emissions to combat climate change and to protect wildlife and habitats at a local level.

Warminster Town Council (WTC/town council) acknowledges the climate and ecological emergency, and we are committed to action. We acknowledge the global biodiversity crisis, described by the UN as the 6th Mass Extinction, and we recognise we all have the responsibility to act now to halt the decline of our wildlife.

As any town council, with limited resources, and without environmental experts within our ranks, we will not boast that we can create the master plan. We have asked ourselves, and will continue to ask ourselves, what do the people of Warminster need from their town council in the face of the climate crisis?

At present, our policy, focus and commitment is to encourage, assist and empower our local residents, schools and businesses to take individual and collective responsibility to reduce carbon emissions and create a better and more sustainable environment here in Warminster for both human health and our local wildlife.

We will listen, support the town in its endeavors, and try wherever we can to lead by example in our day to day activities as the town council. We have made a pledge and invite you as residents of Warminster to make your own pledge, so that together we can make a real and measurable difference. We will consider environmental, social and financial impacts.

Our Commitment

As the Town Council we know that we must lead by example, by looking at our own activities, and we must make changes to our own day to day business to reduce our carbon emissions. And we will record our progress, with a commitment to net zero emissions by 2030.

A summary of our action plan to reduce carbon emissions in Town Council property and activities is set out in this link
[Link to Action Plan]

But we are just a small part of the jigsaw, or course. More important, is that we pledge to look beyond our own activities, and to support, encourage and (where possible) influence other stakeholder groups within the town to combat the climate and ecological emergency. So, as well as our net zero emissions target by 2030, we will implement the following Climate Change Strategy.

Warminster Town **Council's** Climate Change Strategy

1. To the residents of Warminster.

In coordination with community groups within the town such as Sustainable Warminster, Wiltshire Wildlife Trust and Incredible Edible Community Garden, we pledge to encourage and assist residents in their attempts to reduce carbon emissions in their day-to-day lives. We will do this by supporting and endorsing a series of initiatives, schemes and groups within the town,

all focused to help residents make meaningful changes in their day-to-day activities, and which will - collectively - have a dramatic impact on reducing carbon emissions within the town.

We will facilitate profit community groups with environmental initiatives, such as a 'repair shop', sustainability workshops, a 'community fridge' scheme, an allotment/garden surplus scheme to reduce food waste, or a borrowing library for electrical items or seldom used power tools.

For households, we will support schemes to enable more local homeowners generate renewable energy and make our homes more energy efficient.

We will also look to capitalise on the funding and lead from central government in greatly extending and improving the town's cycling path infrastructure - implementing the schemes laid out in the local Neighbourhood Plan (2012) improving signage of existing routes.

And we will ask you as residents to take your own Warminster Pledge and councillors will do the same. The town council will use its website and social media to collect pledges, and we will provide information and support to residents to make this a worthwhile and positive experience for us all.

please click here to review and take the Warminster Pledge

2. To Businesses within Warminster

We will endeavour to work with businesses, both large and small, within Warminster to improve both the carbon footprint of individual businesses, as well as exploring what they can do to assist local residents in being more carbon efficient and environmentally friendly. We will endeavour to attract new businesses which bring environmentally beneficial industry and 'green recovery' to the town.

We will implement a 2021 local 'Green Award' for independent businesses within the town who lead the way in carbon emission reduction.

We have a number of national supermarkets within the town which (together) account for the majority of food and household purchases in the town. We will look to these stores to reduce single use plastic, stock some locally produced food, reduce food waste, support the food bank, provide water filling stations, provide battery and other recycling facilities, and encourage paper bags and reusable string bags. We will also look at potential cross-over schemes between shops and residents/town council such as recycling cardboard or coffee grounds within composting schemes.

We will develop our relationship with the Borehill Biodigester operators, Malaby Biogas, and explore ways of working with them to champion low carbon gas and electricity generation and fertiliser production from anaerobic digestion. We will encourage business opportunities for collecting domestic and commercial food waste in the Warminster area.

3. To Schools

We acknowledge that there is a great deal of interest and appetite amongst the numerous schools within the Warminster area to encourage children in green initiatives, and to take additional measures within schools to reduce their own waste and carbon footprint.

Warminster Town Council pledges to support joined up initiatives between primary and secondary schools and to direct (wherever possible) grant donations to schools in support of their green agendas. It is acknowledged that reducing food waste within schools and educating children about the serious consequences on the environment caused by food waste, is a major aim. Reducing paper and single use plastics within schools, school travel plans, and energy consumption in school buildings are also major considerations.

We would hope that all our schools will take an active interest in the Warminster Pledge, and that the children will help us develop and evolve the pledge to benefit their futures.

4. In respect of Warminster's green spaces

As an historic rural town, we acknowledge our additional responsibility to oversee the management of our green spaces and wildlife areas – in association with other stakeholders and landowners such as Wiltshire Wildlife Trust, who manage the town's Smallbrook Meadows nature reserve.

With the wonderful Lake Pleasure Grounds and Smallbrook Reserve at the heart of Warminster, and flanked on each side by the Longleat Forest, Copheap, Hensford Marsh, Cotley Hill and Grovelands, we are ideally placed. We must also consider our position amongst the mosaic of habitats in the wider landscape, including the ecologically sensitive areas such as the Wylye Valley (Special Area of Conservation) and Salisbury plain (the biggest expanse of chalk grass land in Europe). Dedicated joined up thinking is required to create and preserve as many wildlife corridors and fully functioning green spaces as is possible within the town. As part of this initiative, the town council will conduct a review of areas of green verge and public land within the town and shall re-evaluate management of these areas in the best interests of wildlife, as well as amenity.

This will include an allocation of protected conservation areas of grasses and wildflowers, which will be left to 're-wild'. This will not only provide ground cover and shelter for birds, insects, reptiles and small mammals, but will also reduce fossil fuel use through mechanical grass cutting. We will also commit to phasing out the use of glyphosate weed killers and reducing use of all other herbicides and pesticides, to assist pollinators and return health to the soil.

We will also identify areas for the planting of trees or shrubs and hedgerows. The town council will work with local residents and interest groups to allocate areas in the town which can be safely replanted, in a way most beneficial to wildlife and carbon sequestration. Where possible the town council will seek guidance from groups such as Wiltshire Wildlife, Sustainable Warminster and Longleat Estate in making such decisions. We will also sign up to the Woodland Trust's *Tree Charter*. [[Link to Tree Charter](#)]

In Smallbrook Nature Reserve and the surrounding land, we pledge to continue the work of local wildlife groups in protecting our native wildlife, trees and plants, including habitat protection for our thriving populations of amphibians, bats, otters and water voles in the Smallbrook area. We will continue to look at schemes to reduce road traffic and the impact of lighting around the most sensitive areas.

We will protect the water quality and habitats of the chalk stream watercourses which rise from Cley Hill and flow through the town, park and nature reserve to form the Were/Swan and Wylye rivers.

5. In respect of our dealings with Wiltshire Council

Warminster Town Council pledges to join with other like-minded neighbouring parish and town councils to keep the climate and ecological emergency agenda in the forefront of all our dealings with Wiltshire Council, and we pledge to report to the people of Warminster on joint actions at county and area board level designed to directly support climate change mitigation.

We acknowledge that the residents of Warminster will be looking to their town council to implement and display demonstrable changes in this regard.

This will include green initiatives and climate sensitive considerations in all local planning discussions at town council level. We will protect our local trees wherever possible as part of our climate pledge and will have our Climate Emergency Strategy at the forefront of our decisions involving any planning applications for tree or hedgerow removal, or reductions. We will report to the residents of Warminster at regular intervals on all such measures taken by them.

It will also involve the inclusion in the next Neighbourhood Plan (or any subsequent forms of public consultation by Government) and Town Plan of explicit environmental considerations, including green spaces, water courses, wildlife corridors, trees and hedgerows as well as renewable energy generation and higher environmental standards for building extensions and new development.

**

Existing contracts decision

SEPTEMBER 2020

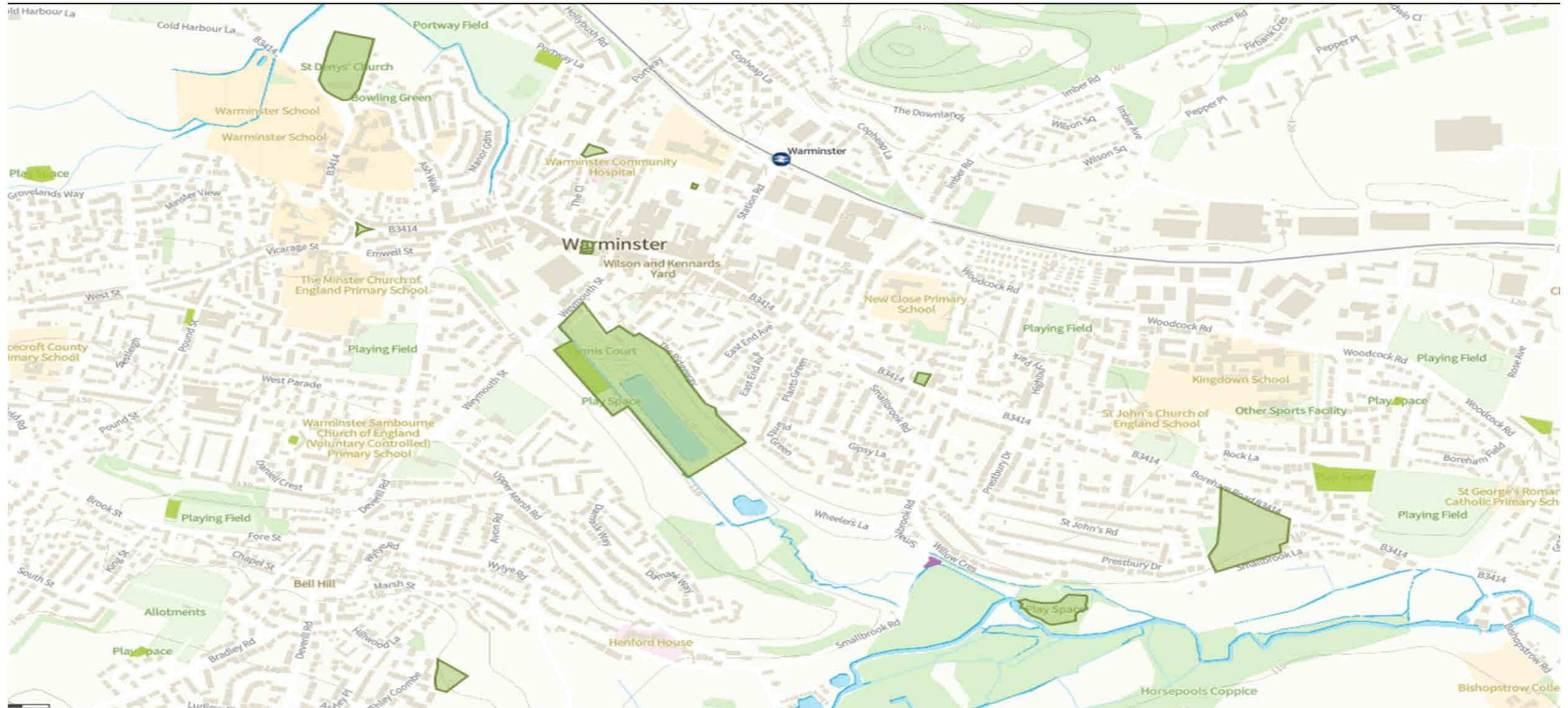
Introduction

- WTC have several existing contracts with Idverde
- All are due for renewal in April 2021
- This is *not* related to upcoming devolution of services/assets from Wiltshire Council
- **Decision required:** Members to resolve whether to provide services 'in-house' or to out-source contract

Existing contracts

Contract	Class	Scope of works	Annual cost
Lake Pleasure Grounds	Grounds maintenance	Maintain Lake Pleasure Grounds	£36,400
Outside areas	Grounds maintenance	Dewey House, Yeates meadow, Minster church, all WTC street furniture, St Lawrence Chapel	£9,922
Public toilets	Cleaning	Daily cleaning of LPG and car park public toilets	£18,858
Hanging baskets	Grounds maintenance	Supply and maintain all WTC hanging baskets	£7,789
Play areas	Grounds maintenance	Maintain eight play areas across Warminster	£18,204
		Total cost	£91,173

Areas maintained



Why now?

- The major contracts – LPG and toilets – end April 2021 with no option to extend
- Contracting/tendering or in-sourcing processes take time to execute
- Full Council decision required on 21 September

In-house vs Contractor

In-house

Pros

- Greater control and flexibility
- Motivated and committed staff
- Increases WTC brand visibility – ‘feet on the ground’ around Warminster

Cons

- Increased headcount and staff costs
- Lack of specialist equipment – equipment purchase and through life costs
- Increased line-management effort

Out-sourced

Pros

- Provides specialist knowledge and equipment
- Fixed cost
- No staff cost liabilities

Cons

- Less control and flexibility
- Work to spec – ‘only get what we pay for’
- Need to re-contract/extend for any enhancements
- Contract management effort

In-house – what would we need?

Item	Annual cost	Notes
Staff	£70k	Inclusive of pension/NI
Depot	£0k	covered under Basil Brushes costs
Vehicles/miscellaneous/consumables	£21.35k	
Equipment/machinery	£8.85k	
Total in-house cost	£100.2k	

- Detailed break down in following slides

In-house – staff and vehicles

Staff

Item	Annual cost	Notes
Park keeper	Circa: £23.5k	Basic ~£18k, pensions £4k, NI £1.5k
GM operative	£23.5k	As above
Cleaning operative	£10k	14 hrs/week – could be split between two operatives
Seasonal staff	£10k	Used during peak season
Staff costs	£67k	

Depot

- Sunk cost (as covered under Basil Brushes costs)
- Consider re-proportioning to provide 'true' cost

Vehicles and miscellaneous/consumables

Item	Annual cost	Notes
Park keeper vehicle lease	£3.6k	Gaiter type? Must be road legal. Electric/ hybrid to align with Environmental policy
Van lease	£2.5k	Used during peak season
Flower bedding	£2.5k	
Hanging baskets	£3.0k	
Specialist contractor	£0.5k	Flail large hedges
Machinery repairs	£7.5k	
Fuel	£1.75k	
Vehicle/misc costs	£21.35k	

In-house – equipment/machinery

Item	Cost	Costed over	Annual cost
Ride-on mower	£20,000	5 years	£4,000
Push mower	£800	2 years	£400
Greens mower	£1,500	3 years	£500
Strimmer (1)	£400	1 years	£400
Strimmer (2)	£400	1 years	£400
Blower (back pack)	£300	2 years	£150
Blower (hand)	£200	2 years	£100
Hedge cutter	£400	2 years	£200
Hedge cutter (long handle)	£600	2 years	£300
Trailer	£2,000	5 years	£400
Fuel/charging costs	£1,000	-	£1,000
Other incidentals	£1,000	-	£1,000
Equipment/machinery costs	£27,600		£8,850

- Prepare tender documentation
- Run competition
- Manage handover (if not Idverde)
- Ongoing 'day-to-day' contract management
- Indicative costs based on today's contract £91.2k

Other factors

- Other towns' experiences
 - *"...we are able to provide better results with less staff than the contractor used to..."* Devizes Town Council
 - Speaking with Trowbridge and Chippenham Town Councils, the general sentiment was that they were achieving better value through greater control and flexibility by providing services in house

Conclusion and recommendation

The delivery of the contracts contained in this presentation should be brought in house

- Increase flexibility of workforce
- Puts WTC high profile in the town delivering high value services
- Gives direct impact on the quality of the town
- Aligns to and supports WTC's strategic priorities: A place to live, A place to work, A place to enjoy
- We have the skills to provide a quality service

REPORT FOR DECISION – Full Council 21.09.2020

Grounds Maintenance Contracts

Recommendation

The council instructs officers to take the contracts in house.

Purpose of the Report

To provide members with information to make an informed decision on retendering or provide the services in house. This report should be read in conjunction with the attached presentation, 'Existing contract decision'.

The suggested way forward take into account the council's existing strategic priorities.

Background

Warminster Town Council have for many years contracted out any grounds' maintenance work. The number of sites and services under contract has increased rapidly over the last 5/6 years with the town council taking over the Lake Pleasure Grounds and the eight play areas.

All grounds maintenance and cleansing contracts are now with Idverde (formally The Landscape Group). The contracts are all currently with Idverde there is no option to extend the main contracts as these have been extended as often as allowed within their terms. All contracts end in April 2021. They are:

- The Lake Pleasure Grounds
- Outside Areas
- Public Toilets
- Hanging Baskets
- Play areas

The town council have enhanced the specifications of the contracts repeatedly over recent years (increasing the frequency of grass cutting in the putting green for example). This has markedly improved these prestige facilities within the town leading to the public telling us that they have increasing pride in the town.

Retendering

If members resolve to retender officers recommend that the contracts are presented en bloc to provide a better negotiating position and reduce ongoing contract management effort. Monitoring contract delivery and addressing issues of poor performance are time consuming and often lead to lengthy periods before reaching a satisfactory conclusion.

Officers believe the contract cost going forward would be higher than the existing cost of £91,171.70.

- As a minimum an inflation catch-up and roll forward should be factored in
- Should the council wish to enhance the contracts further i.e. more cleaning visits to the toilets or more cuts to areas of grass the cost would increase accordingly
- There may be increased costs due to the Council's Climate Change and eco agenda
- Extra costs imposed by Covid19 on firms being passed on or recouped in higher bids

- There are only a few companies that have the capacity to provide the council with the level of service required therefore it is anticipated that there will be a very small response to the tender.

A breakdown of contract costs that are coming to an end next year is as follows:

Title	Class	Main Scope of works	Cost £	End date
Lake Pleasure Grounds	GM *	Maintain Lake Pleasure Grounds	36,400	Apr-21
Outside areas	GM	Dewey House, Yeates Meadow, Minster Church, street furniture, St Lawrence Chapel (maintain front and rear of the Chapel)	9,922	Apr-21
Public Toilets	Cleansing	Daily cleaning of public toilets in the park and at central car park	18,857.70	Apr-21
Hanging baskets	GM	Supply and maintain hanging baskets	7,789	Apr-21
Play areas	GM	Maintain 8 play areas	18,204	Apr-21
			Total cost £91,172.70	

*GM= grounds maintenance

In House

Officers have explored the potential to take the services in house. This would provide greater control and flexibility enabling the council to concentrate resources where needed.

There may be TUPE implications for one member of staff. Having sought advice officers do not see this as a problem for the council.

In February, the town council employed a Parks and Open Spaces Supervisor to assist in the running of the additional areas and further improve the town, and within the last month the council has taken ownership of a road sweeper, employing a driver to improve the cleansing of the town's streets.

A 2250 square feet depot at Swan Business Centre has recently been acquired to house the road sweeper and any associated equipment. This depot is large enough to allow the council services to grow now and in the future.

The 'groundwork' to take these contracts in house has thus already been laid.

Officers have estimated the cost of providing the services in house to be £100,200 per annum.

Members have informally expressed the desire to see the council expand its in house team as part of a staged approach to taking on more responsibility for services.

Officers have considered all contracts and are confident the council could provide a better value for money service in house.

The expansion of the outdoor services team would give the council additional flexible resources to help at events etc.

A more comprehensive exploration of these issues is set out in the PowerPoint presentation, 'Existing contract decision'.

Financial and Resource Implications

Any financial implications would be budgeted for as part of the budget process.

Legal Implications and Legislative Powers

The Council has the power to provide this service under the General Power of Competence.

Environmental Implications

Officers are not aware of any issues the council should consider.

Risk Assessment

Warminster Town Council will carry out a risk assessment as part of moving to an inhouse team.

Crime and Disorder

Officers are not aware of any issues the council should consider under the Crime and Disorder Act.

Tom Dommett and Stuart Legg
September 2020