

AGENDA

Meeting: **Cabinet**

Place: **The Kennet Room, County Hall, Bythesea Road, Trowbridge, BA14**

8JN

Date: **Tuesday 30 April 2019**

Time: **9.30 am**

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

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

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

Membership:

Cllr Baroness Scott of Bybrook OBE	Leader of Council
Cllr John Thomson	Deputy Leader, and Cabinet Member for Communications, Communities, Leisure and Libraries
Cllr Pauline Church	Cabinet Member for Economic Development and South Wiltshire Recovery
Cllr Richard Clewer	Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism
Cllr Laura Mayes	Cabinet Member for Children, Education and Skills
Cllr Toby Sturgis	Cabinet Member for Spatial Planning, Development Management and Property
Cllr Bridget Wayman	Cabinet Member for Highways, Transport and Waste
Cllr Philip Whitehead	Cabinet Member for Finance, Procurement, ICT and Operational Assets
Cllr Jerry Wickham	Cabinet Member for Adult Social Care, Public Health and Public Protection

Recording and Broadcasting Information

Wiltshire Council may record this meeting for live and/or subsequent broadcast on the Council's website at <http://www.wiltshire.public-i.tv>. At the start of the meeting, the Chairman will confirm if all or part of the meeting is being recorded. The images and sound recordings may also be used for training purposes within the Council.

By entering the meeting room you are consenting to being recorded and to the use of those images and recordings for broadcasting and/or training purposes.

The meeting may also be recorded by the press or members of the public.

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

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

Parking

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

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

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

Public Participation


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

The full constitution can be found at [this link](#). Cabinet Procedure rules are found at Part 7.

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

Part I

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

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

1 **Apologies**

2 **Minutes of the previous meeting** (*Pages 7 - 24*)

To confirm and sign the minutes of the Cabinet meeting held on 26 March 2019, previously circulated.

3 **Declarations of Interest**

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

4 **Leader's announcements**

5 **Public participation and Questions from Councillors**

The Council welcomes contributions from members of the public. This meeting is open to the public, who may ask a question or make a statement. Questions may also be asked by members of the Council. Written notice of questions or statements should be given to Stuart Figini of Democratic Services stuart.figini@wiltshire.gov.uk 01225 718221 by 12.00 noon on Wednesday 24 April 2019. Anyone wishing to ask a question or make a statement should contact the officer named above.

6 **Five Lanes VC Primary School - Proposed Discontinuance of the Potterne Site** (*Pages 25 - 50*)

 Report by Executive Director Terence Herbert.

7 **Wiltshire Local Plan Review Update - Strategy Development** (*Pages 51 - 150*)

 Report by Executive Director Alistair Cuningham.

8 **ICT and Digital Strategy** (*Pages 151 - 232*)

 Report by Executive Director Dr Carlton Brand

9 **Procurement Plan 2019-20** *(Pages 233 - 240)*

 Report by Executive Director Alistair Cunningham

10 **Extension of Streetscene and Amenity Contract** *(Pages 241 - 262)*

 Report by Executive Director Alistair Cunningham.

11 **Children's Centre Buildings Consultation** *(Pages 263 - 412)*

Report by Executive Director Terence Herbert

12 **Staff Engagement Survey Results 2018** *(Pages 413 - 420)*

Report by Executive Director Terence Herbert.

13 **Wiltshire Council's Housing Board Annual Report** *(Pages 421 - 448)*

Report by Executive Director Alistair Cunningham

14 **Transfer of ownership of 2No Gypsy, Roma and Traveller Sites, together with the Transit site at Odstock** *(Pages 449 - 480)*

 Report by Executive Director Alistair Cunningham

15 **Urgent Items**

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

Part II

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

16 **Exclusion of the Press and Public**

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

To consider passing the following resolution:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Item Numbers 17 and 18 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

Reason for taking item in private:

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

17 Transfer of ownership of 2No Gypsy, Roma and Traveller Sites, together with the Transit site at Odstock (Pages 481 - 482)

 Report by Executive Director Alistair Cunningham

This item is exempt due to the financial information provided in the report.

18 Ashton Park - Housing Infrastructure Fund (Pages 483 - 490)

 Report by Executive Director Alistair Cunningham

This item is exempt due to the financial information provided in the report.

Our vision is to create stronger and more resilient communities. Our priorities are: To protect those who are most vulnerable; to boost the local economy - creating and safeguarding jobs; and to support and empower communities to do more themselves.

This page is intentionally left blank

CABINET

MINUTES OF THE CABINET MEETING HELD ON 26 MARCH 2019 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Baroness Scott of Bybrook OBE (Chairman), Cllr John Thomson (Vice-Chairman), Cllr Pauline Church, Cllr Richard Clewer, Cllr Laura Mayes, Cllr Toby Sturgis, Cllr Bridget Wayman, Cllr Philip Whitehead and Cllr Jerry Wickham

Also Present:

Cllr Richard Gamble, Cllr Alan Hill, Cllr Ian Thorn, Cllr Graham Wright, Cllr Robert Yuill, Cllr Clare Cape, Cllr Gavin Grant, Cllr Atiqul Hoque, Cllr Jon Hubbard, Cllr Tony Jackson, Cllr Bob Jones MBE, Cllr Gordon King, Cllr Roy While, Cllr Peter Evans and Cllr Ruth Hopkinson

27 **Apologies**

There were no apologies.

28 **Minutes of the previous meeting**

The minutes of the meeting held on 5 February 2019 were presented.

Resolved:

To approve as a correct record and sign the minutes of the meeting held on 5 February 2019.

29 **Declarations of Interest**

There were no declarations of interest.

30 **Leader's announcements**

The Leader made an announcement about the development of proposals for special education provision in Wiltshire. A copy of the statement is attached as an appendix to these minutes.

31 **Public participation and Questions from Councillors**

1. Anne Henshaw, on behalf of the Campaign to Protect Rural England, asked a question about the Local Transport Plan 3 and if it would be reviewed at the same time as the review of the Core Strategy (Local Plan).

The Leader of the Council thanked Ms Henshaw for her question and explained that a written response would be provided in due course.

2. Colin Gale, on behalf of Pewsey Community Area Partnership (PCAP), Campaign to Protect Rural England (CPRE) and Pewsey Parish Council (PPC), read out a statement about key decisions made by the Council. He thanked Cllr Richard Clewer, the Director of Legal and Democratic Services and Senior Democratic Services Officer for meeting with him and providing a demonstration of the process undertaken to publish the Cabinet Forward Work Plan.

The Leader of the Council thanked Mr Gale for his statement and indicated that she was pleased that the matter had been resolved to his satisfaction.

32 **Wiltshire Local Plan Review Update**

Cllr Toby Sturgis presented the report which (i) detailed the outcome of consultations on the local plan review that took place in 2017; (ii) detailed the implications for plan making arising from revisions to the National Planning Policy Framework (NPPF); (iii) sought endorsement for preparation of the required statement of Common Ground with Swindon Borough Council to inform the matters to be addressed in a Joint Spatial Framework; and (iv) sought approval for a revised Wiltshire Local Development Scheme (LDS).

Cllr Sturgis explained that the report brought together the outcomes of the Autumn 2017 Wiltshire Local Plan Review consultation and amended Government policy now included in the revised NPPF. The NPPF recommended the next steps for the review of the Wiltshire Local Plan with a view to an adopted plan being in place by Summer 2021. The LDS is also updated to take into consideration progress with made and advanced neighbourhood plans as at January 2019, the timetable for the Wiltshire Housing Site Allocation Plan and the continued commitment to review minerals and waste plans.

The Cabinet noted that maintaining an up-to-date Local Plan in accordance with the NPPF would support Plan led growth across the county to support sustainable and resilient communities, safeguarding the authority from speculative and unplanned development.

In response to questions from Cllrs Mathew and Thorn about the recently agreed motions by Council on 26th February 2019 in relation to Climate Change,

the Leader confirmed that the process to consider the motions had commenced through the Overview and Scrutiny Management Committee and their request to the Environment Select Committee to consider establishing a Task Group to take the matter forward. Cllr Sturgis confirmed that the views and recommendations of the Task Group would be taken into account during the review of the Local Plan, that the Council had sufficient expertise and a knowledge base within the current Planning Team structures to take the climate change issue forward, and that in fact Wiltshire was one of the leading authorities incorporating climate change policies in its day to day activities. Cllr Sturgis also explained that the content of the motions referred to above, were already subject to National Policy, and a full public consultation would be undertaken on the Plan in due course.

In response to additional questions from Cllr Thorn about (i) the possibility of an A350 market area; (ii) the number of new homes to be provided up to 2036 and detailed in the Local Plan; (iii) the hierarchy of market towns and demand for new homes in specific areas; and (iv) outcomes of recent peer reviews about the delivery of new homes at larger strategic sites with associated infrastructure; The Leader, Cllr Whitehead and Cllr Sturgis commented that (i) the A350 was considered by the Local Enterprise Partnership as an economic corridor and due to its length, making the A350 a market area would become unmanageable, even though it was recognised that the two issues were linked; (ii) The Government were currently consulting on the methodology to be used to determine the required housing numbers for each Council, and this information would be available at a future meeting for the Cabinet to consider; (iii) consideration is given to a number of factors when determining the most appropriate sites for housing, including landscape, bio-diversity and employment, deliverability and viability issues.

Resolved:

- 1. To agree that the proposed Chippenham Housing Market Area, Salisbury Housing Market Area, Swindon Housing Market Area (Wiltshire part) and Trowbridge Housing Market Area (as amended), as set out in Appendix 1 to the report, are an appropriate basis for housing distribution within Wiltshire and should inform the development of a preferred strategy for the Local Plan.**
- 2. To endorse the preparation of a Statement of Common Ground with Swindon Borough Council to clarify the strategic cross boundary issues between the two authorities and the future role of the Joint Spatial Framework.**
- 3. To agree the revised Wiltshire Local Development Scheme at Appendix 2 to the report.**
- 4. To authorise the Director for Economic Development and Planning, in consultation with the Director of Legal and Democratic Services, Cabinet Member for 'Spatial Planning, Development Management and**

Property’, to make minor amendments to the Local Development Scheme in the interests of clarity and accuracy before publishing it on the Council’s website.

- 5. Delegates authority to the Director for Economic Development and Planning, in consultation with the Director of Legal and Democratic Services, Director of Finance and Procurement and Cabinet Members for ‘Spatial Planning, Development Management and Property’ and ‘Finance, Procurement, IT and Operational Assets’ to undertake subsequent reviews and updates to the LDS with any significant modifications being referred to Cabinet as appropriate.**

Reason for Decision:

Section 15 of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) requires the Council to prepare and maintain a Local Development Scheme (LDS). The LDS sets out a rolling three year programme to deliver local planning documents. Delegated authority allows for future updates to the LDS to be undertaken in an efficient manner.

The revisions to the LDS and use of the Housing Market Areas will allow progress to continue to be made on maintaining an up-to-date Local Plan for Wiltshire in line with revised national policy.

33 Licensing and support of Microsoft software for Wiltshire Council

Cllr Philip Whitehead presented the report which sought approval to competitively procure software licences and related support services for Microsoft products through Crown Commercial Services (CCS) framework contract RM3733 - Technology Products 2, under Lot 2 which is for Packaged Software.

Cllr Whitehead explained that the Microsoft software used within the council underpins all the council’s ICT systems, and impacts on Wiltshire Police’s service delivery. It is relied upon for the council’s service delivery from back office support functions through to frontline services to the public and police, and in the future delivery of digital services to the public.

To use this software, the Council are required to license it under an Enterprise Agreement (EA) with Microsoft, who also provide supplier support. The current three-year agreement ends on 30th June 2019, although if the council committed to renew the agreement by 31st March 2019, savings of £366k would be secured on its renewal cost.

In response to questions from Cllr Hubbard, Chairman of the Digital Strategy & Implementation Task Group, about (i) the desire of Microsoft that all clients move to cloud based services and the number of Council systems currently migrated to the Cloud; (ii) forward planning taking into account previous advice from suppliers and how plans have been implemented. Cllr Whitehead reported that most local authorities were currently migrating to the Cloud and that

Wiltshire was as advanced as other local authorities in this process, which it was anticipated would take up to 3 years.

The Leader of the Council reported that the Council had recently appointed a new Interim Director: Digital Transformation and IT who would move the project along at a faster pace.

Resolved:

To approve the procurement of a 3-year Enterprise Agreement and associated Premier Services Agreement for Microsoft licences and support services. That this be undertaken through a competitive call off from Lot 2 of the Crown Commercial Services RM3733 framework Technology Products 2, and that authority be delegated to the Interim Director for Digital Transformation and IT to approve the award of any resulting contract for the best value solution.

The new contract would run from 1st July 2019 to 30th June 2022.

Reason for Decision:

Our existing Microsoft Enterprise Licence Contract with Bytes (the reseller) expires on 30th June 2019. If we do not have licences in place, we will have to cease using the software and essential public services will be significantly disrupted.

34 **Service Devolution and Asset Transfer Package - Chippenham**

Cllr Richard Clewer presented a report recommending a final package of services and assets to transfer to Chippenham Town Council from Wiltshire Council and provided information relating to the financial impact this would have on Wiltshire Council.

Cllr Clewer detailed the final package of the services and assets to be transferred and that all Section 106 monies held or due to Wiltshire Council relating to assets within the Chippenham Town boundary would be transferred to the Town Council.

In response to a question from Cllr Cape about the project meeting its planned timescales for the transfer on 1st June 2019, Cllr Clewer confirmed that this deadline was achievable, subject to no unforeseen issues arising.

In response to a question from Cllr Hopkinson about (i) the availability of a published timetable for all the forthcoming service devolution and asset transfer to towns; and (ii) capacity of the Council's legal team to undertake the additional work generated by the devolution of services and transfer of assets, Cllr Clewer confirmed that (i) a timetable had not been published for the remaining individual town transfers, however, he was anticipating releasing the next few waves shortly; (ii) additional staff had been appointed to the legal team to help with the process.

Cllr Clewer thanked members of Chippenham Town Council for their involvement in securing the transfer of services and assets detailed in the report.

Resolved:

- 1) To approve the final list of services and assets listed in the report that will be transferred to Chippenham Town Council. The inclusion of any open space land is subject to consideration of any objections received following the advertising of the disposal in accordance with statutory obligations.**
- 2) Note the net revenue impact to the Council and acknowledge that the Service Devolution programme benefits of cost savings and avoidance will be realised on a cumulative basis as the programme progresses and as more Towns/Parishes complete the process.**
- 3) Delegate the implementation of the transfer of assets and the service delegation to the Growth & Investment Programme Director in consultation with Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism.**

Reason for Decision:

To complete the transfer of the package of assets and services to Chippenham Town Council.

35 Change to approved Service Devolution & Asset Transfer Package - Devizes' Market Place

Cllr Richard Clewer presented a report seeking approval for a change to the agreed Service Devolution and Asset transfer Package for Devizes, originally considered and approved by Cabinet on 15th January 2019.

Cllr Clewer confirmed that the change to the agreed package only affected the Market Place in Devizes. He explained that following the package approval by Cabinet, further representations had been received from Devizes Town Council and residents of Devizes, including an e-petition containing 717 signatures. In light of the additional representations, officers developed four options contained in the report, considered by the Town Council and Area Board, with option 2, detailed below being the preferred option:

- Agree to Devizes Town Council's request to convert a proportion (c.50%) to community space with the remainder run by Wiltshire Council as a Pay & Display car park. Whilst the freehold of the market place will still transfer to Devizes Town Council as originally envisaged, a proportion will need to be leased back to Wiltshire Council on which a chargeable car park will be set up and run. It is believed that similar revenues of

c.£95k to Wiltshire Council will be achieved from a percentage Pay & Display on site, and the remaining amount from displaced parking.

Cllr Peter Evans confirmed that the Town Council supported the revised proposal for the Market Place.

Cllr Clewer and Cllr Whitehead thanked members of Devizes Town Council and the Town Councillors for their involvement in securing an agreed solution for the Market Place.

Resolved: That the options detailed in the report be noted, including the preferred option 2, detailed above, and delegate the negotiation of the final agreement and its implementation to the Director Growth & Investment, in consultation with the Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism.

Reason for Decision:

To complete the transfer of the package of assets and services to Devizes Town Council.

36 **Approach to Disposal of Assets and Property Acquisitions**

Cllr Philip Whitehead presented a report which (i) reviewed the process for the disposal of surplus assets to allow for the streamlining of the authority's processes and (ii) considered an option to expand the Council land and property holding.

Cllr Whitehead explained that the Council have set out a commercial agenda and have a desire to be more business-like in its dealings, principally to mitigate the increasing financial challenge on Council revenue budgets. The council already holds commercial and strategic land and property, producing revenue to the Council, one business-like approach would be to expand this and a clear policy framework is required to make prudent property acquisitions.

It was noted that the current approach is for Cabinet approval to be sought on every individual disposal, irrespective of their size or scale. The proposed approach is to have a robust officer process to test the options for Council assets and consider re-use for either corporate or financial needs. Cllr Whitehead referred to the flowchart at Appendix 1 to the report and explained that the flowchart represented how the process for the disposal of surplus assets would be managed, which would include the involvement of Cabinet and local members. Cllr Whitehead did concede that the flowchart was rather complex and may need further revisions agreed at a future Cabinet meeting.

The Cabinet heard from Cllr Thorn, Chairman of the Financial Planning Task Group. Cllr Thorn commented on the observations and recommendations of the Task Group, as detailed below, and confirmed that subject to the comments

being taken into account by the Cabinet, the Task Group supported the detail of the report:

- The need to clarify the final decision makers within the large membership of the Asset Gateway Group listed.
- Recognise the significant experience and expertise of the inhouse Assets team more.
- Be mindful of the council's reputation (and values) when setting parameters for who and what we will invest in.
- Clarify that the minimum 3% yield is after *all* costs rather than just borrowing costs.
- In considering opportunities be aware of shifting markets and growth areas.

In response to questions from Cllr Clewer, officers confirmed that sites of special value that were surplus to requirements could still be considered by the Cabinet.

Resolved:

- 1. To agree that in the future that Cabinet will receive an annual report on the overall disposal programme.**
- 2. To agree that a bi-annual update will be provided to Cabinet for noting and to consider additional sites declared surplus.**
- 3. To agree to maintain and enhance engagement with local elected members concerning proposed asset disposals.**
- 4. To endorse the process for decision making for disposals, as set out in Appendix One to the report.**
- 5. To agree that the financial threshold for pure commercial property acquisitions or commercial developments should achieve 3% or more after all costs, in line with the Capital Investment Strategy. Acquisitions for strategic land purchases or economic development purposes will be subject to other tests, as agreed by the Asset Gateway Group.**
- 6. To agree to negotiate the purchase of the investment, subject to further financial due diligence, as set out in the Part 2 paper and report back to Cabinet the outcome of negotiations. To delegate the decision to Corporate Director Growth, Place & Investment, in consultation with the Cabinet Member for Finance, Procurement, ICT and Operational Assets.**
- 7. To agree to delegate the decision to make commercial property acquisitions, subject to the threshold as set out in the Capital Investment Strategy, to the requirements of the Capital Investment**

Strategy, to the Corporate Director Growth, Place & Investment, in consultation with the Cabinet Member for Finance, Procurement, ICT and Operational Assets.

- 8. To agree that strategic property acquisitions that do not meet the threshold will be reported back to Cabinet for consideration.**
- 9. To endorse the Approach to Asset Management, as set out in Appendix 2 of the report.**

Reason for Decision:

To streamline the authority process associated with the disposal of surplus land and establish a forum for all operational needs to be considered as part of the asset review process. The process will include information being reported to Cabinet to inform of progress of the overall programme.

For the council to take a more commercial approach and address the challenges of revenue pressures facing the Council, one option is to explore the expansion of the property portfolio and the proposal is to allocate funds and create a policy framework for strategic property acquisitions.

37 **Proposal to join a Flexible Dynamic Purchasing System (DPS) for Independent and Non-maintained Special Schools (ISS)**

Cllr Laura Mayes presented a report which sought approval to join a Dynamic Purchasing System (DPS) being led by Bristol City Council and enter into resulting agreements. This will support the commissioning of placements for children up the age of 16 with SEND, where needs cannot be met within local special schools.

Cllr Mayes explained that where a child or young person has special educational needs and/or disability (SEND) and their needs cannot be met within a mainstream or maintained special school, a placement in an independent or non-maintained provision may be required. For these independently provided placements, Wiltshire Council has been a partner in the West Sussex led Dynamic Purchasing System (DPS) which expired on 28 February 2019.

Wiltshire Council has engaged with a number of other Local Authorities to consider future shared procurement options in this area. Working in collaboration with other Local Authorities is considered beneficial for both the Market and Local Authority. The report identifies and proposes an appropriate partnership arrangement and DPS for Wiltshire council for the next five years for independent specialist schools.

In response to a question from Cllr Clewer about the monitoring of costs and attaining best value for money, Cllr Mayes confirmed that costs would be monitored, along with ensuring that the best outcomes are being achieved for

each individual child and that the provider is delivering the expected level of service.

Resolved:

- 1. To join the Dynamic Purchasing System arrangement (DPS), with Bristol City Council as the procurement lead on behalf of Wiltshire Council, to support the commissioning of placements from independent and non-maintained specialist provision for children with SEND aged up to the age of 16 years.**
- 2. To delegate authority for award of contract resulting from this tendering process to Terence Herbert, Corporate Director, in consultation with the Cabinet Member for Children, Education and Skills**

Reason for Decision:

Working collaboratively with a range of local authorities which will assist with information sharing and enhanced provider engagement. This opportunity will also increase Wiltshire's leverage and assist in improved cost management.

38 **Adoption of a new Performance Management and Risk Management Policy**

Cllr Philip Whitehead presented a report which introduced the new corporate Performance and Risk Management Policy that sets out an assurance framework including business planning, performance management and risk management.

Cllr Whitehead explained that the proposed new policy is a response to the findings and recommendations of a recent internal audit of performance and risk. It also formalised much of the current practice which has been developed since previous separate strategies were approved. The new policy sets out an assurance framework; including risk and linking to financial management, which through business planning, monitoring and management links all activity back to Wiltshire Council's strategic priorities as set out in the Business Plan.

The Cabinet heard from Cllr Thorn, Chairman of the Financial Planning Task Group. Cllr Thorn explained that the Task Group welcomed the new Policy, the closer connection between the Policy objectives and the Business Plan and were very encouraged about the new process.

In response to a question from Cllr Grant about the calculations used for the risk appetite element and whether it was an adequate level of scaling, Cllr Whitehead confirmed that he was willing to work with the Task Group in monitoring the risk appetite scores and would consider making amendments if they were necessary.

Cllr Britton, Chairman of the Audit Committee, referred to the Roles and Responsibilities detailed in the new Policy, in particular, he commented on the role of the Audit Committee in monitoring and reviewing the effective development and operation of performance and risk management, and receiving progress reports as required. Cllr Britton asked why, on this occasion the Audit Committee had not had an opportunity to consider the new Policy prior to it being considered by Cabinet. Cllr Whitehead apologised for this oversight and confirmed that he was willing to attend a future Audit Committee to discuss the new Policy and consider any comments arising from the discussions.

In response to a question from Cllr Clewer about the risk appetite scoring of calculations and in particular the risk of Pandemic Flu, which was a national issue, Cllr Whitehead explained that there were a number of risks outside of the Council's control, Pandemic Flu being one. He confirmed that the scoring calculation could be reviewed as the process develops.

Resolved:

- 1. To approve and adopt the new Performance and Risk Management Policy.**
- 2. To authorise the Director of Corporate Functions and Digital, in consultation with the Cabinet member for Finance, Procurement, ICT and Operational Assets the authority to approve amendments that do not make a material change to the policy.**
- 3. To authorise the Director of Corporate Functions and Digital and the Director of Finance the responsibility for the policy's implementation.**

Reason for Decision:

Current strategies do not reflect practice which has been developed and improved in recent years. The new policy clarifies and codifies a corporate approach to performance and risk management that also meets the recommendations of the Corporate Peer Challenge and Internal Audit.

39 Performance Management and Risk Outturn Report: Q3 2018/19

Cllr Philip Whitehead presented a report which provided an update on performance against the stated aims in the council's Business Plan 2017-27. The report provided information on key measures as well as the council's strategic risk register, covering the period October to December 2018.

Cllr Whitehead thanked the Corporate Support Manager for the revised formatting of the report, which produced an easier to understand document.

In response to a question from Cllr Ian Grant about the reducing percentage of pupils attending good and outstanding secondary schools in Wiltshire, Cllr Mayes confirmed that there was a concern about this trend. Cllr Mayes reported

that the recently appointed Director of Education and Skills had been tasked with addressing the issues in this area. Cllr Mayes explained that the newly formed Wiltshire Education Standards Board had now met on three occasions to consider the issues further. She noted that early intervention and support for schools that displayed reducing standards was an important factor in raising standards, and this would be implemented, along with improvements to monitoring and internal systems.

The Leader of the Council reminded the Cabinet that the report referred to secondary schools in Wiltshire, she indicated that there were different challenges for all schools across the county, which could be impacted by reduced funding, school leadership teams and management of day to day school activities. It was imperative that the County had a highly skilled workforce. The Leader also commented on a number of London schools that had previously been failing but were now success stories.

Cllr Thomson referred to the opportunities for community engagement provided by Wiltshire Libraries. He noted that although the number of transactions detailed in the report had reduced over time, the number of visitors to Libraries were increasing steadily year on year.

Resolved: To note the updates and outturns:

- 1. Against the measures and activities ascribed against the Council's priorities.**
- 2. To the strategic risk register.**

Reason for Decision:

The current corporate performance framework compiles measures used to monitor progress in service areas against planned objectives that relate to the goals laid out in Wiltshire Council's current Business Plan 2017-27.

The strategic risk register captures and monitors significant risks facing the Council: in relation to significant in-service risks facing individual areas and in managing its business across the authority generally.

40 **SWLEP Governance Framework Update**

Cllr Pauline Church presented a report which provided an update on the changes to the governance arrangements to the Swindon and Wiltshire Local Enterprise Partnership (SWLEP) and seeking approval to implement the necessary changes required.

Cllr Church explained that the Government undertook a review of Local Enterprise Partnerships (LEPs) in 2018. One of the key recommendations to come out of this review was that LEPs should have a legal personality. Another recommendation from the review is that LEPs should have a secretariat

independent of local authorities and other organisations that is answerable to the LEP Board.

The SWLEP Board took the decision in September 2018 to establish the LEP as a company limited by guarantee with the objective of being fully incorporated by 1st April 2019. The SWLEP has since incorporated on 14 January 2019.

In response to questions from Cllr Thorn about (i) the Articles of Association; (ii) Representation on the Board; (iii) conflicts of interest; (iv) role of the Accountable Body; and (v) scrutiny function, Cllr Church and officers confirmed (i) that the issues with the Articles of Association have now been resolved; (ii) and (iii) the Leader of the Council would no longer be a member of the Accountable Body as her inclusion in the membership would generate a number of conflicts of interest. The Leader's position would be taken by the appropriate Cabinet member; (iv) the Local Authority would continue to receive funding from the Government, the Accountable Body would be responsible for proposing schemes and how the funding is allocated and the Council's Section 151 officer would be responsible for the oversight and monitoring of the proposals; (v) it is proposed that democratic accountability would change the current structures to form a Joint Scrutiny Task Group comprising four elected Councillors from each of the two Unitary Authorities to perform all overview and scrutiny functions on behalf of both the Councils and the SWLEP.

Cllr Hill explained that he had been involved in the scrutiny of the current LEP for the past three years and he confirmed that further discussions were taking place about the future scrutiny function and process.

Cllr Britton, Chairman of the Audit Committee, reminded the Cabinet that the Audit Committee had a responsibility for partnerships and there was a requirement to seek a separation between the work of the Audit Committee and the Task Group.

In response to questions from Cllr Wickham about (i) the vote of the current LEP towards the new structures; (ii) the TUPE of employees to the new structure; (iii) the membership of the new SWLEP Board; (iv) The quality and level of scrutiny going forward, Cllr Church confirmed that (i) the vote to move towards employing the new LEP structures was unanimous agreed by the LEP; (ii) officers are currently located at the LEP office environment although employed by Wiltshire Council; (iii) the Leaders of the two Authorities would no longer be members of the new SWLEP Board, their places would be taken by appropriate Cabinet Members; (iv) there were no plans to reduce the scrutiny role and this would be maintained at the highest level.

The Leader of the Council reported that she had had discussions with the LEP about their responsibility for any future redundancy payments for employee's subject to TUPE, and had received confirmation that this was in hand.

Resolved:

- 1. Confirm the continuing role of the Council as Accountable Body to the SWLEP to be exercised in accordance a revised SWLEP Governance Framework and Accountable Body Agreement to reflect new guidance from Central Government and the SWLEP's incorporation as a company limited by guarantee.**
- 2. Approve in principle the transfer of any assets pertaining to SWLEP activities to the new SWLEP Ltd company on terms to be agreed and set out in a Business Transfer Agreement.**
- 3. Approve in principle the transfer of SWLEP staff to the incorporated SWLEP under TUPE and the commencement of formal consultation with the Unions and affected staff. [This meets the objectives of the SWLEP Board; it is in line with Government objectives of LEPs having their own identity; and the staff identified already operate at arm's length from the Council.]**
- 4. To agree that the Cabinet Member for Economic Development, supported by the Corporate Director Growth, Investment and Place will represent the Council on the Board of Directors.**
- 5. To authorise the Corporate Director for Growth, Investment and Place, after consultation with the Cabinet Member for Economic Development and Salisbury Recovery, the Director of Finance and Procurement and the Director of Legal and Democracy to finalise the terms of the Accountable Body Agreement and Business Transfer Agreement, to execute these documents on behalf of the Council, and to take such other action as is necessary to protect the interests of the Council; and the Council in its role as Accountable Body; and secure the transfer of business and staff to the new company.**

Reason for Decision:

The Swindon and Wiltshire Local Enterprise Partnership, as a result of guidance from central Government, took the decision in September to establish the LEP as a company limited by guarantee with the objective of being fully incorporated by 1st April 2019.

This change has implications for the Council in its role both as a partner of the SWLEP and as the Accountable Body for the SWLEP.

This includes updates to the formal agreements and documentation between the SWLEP and the Council, the requirement to transfer some assets and liabilities to the new SWLEP company and has potential implications for the employment status of staff employed to carry out SWLEP activity.

This report therefore requests Cabinet to approve in principle a set of actions relating to the transfer of responsibilities and to delegate authority to the

Corporate Director for Growth, Investment and Place after consultation with the relevant Cabinet Member, Director of Finance and Procurement and Director of Legal and Democracy, to implement the necessary changes and authorise the formal agreements required.

41 **Urgent Items**

There were no urgent items.

42 **Exclusion of the Press and Public**

Resolved:

To agree that in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Minute Number 43 because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraph 3 of Part I of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

43 **Approach to Disposal of Assets and Property Acquisitions**

Cllr Philip Whitehead presented a report seeking approval to progress an investment in a commercial property. He responded to a number of questions about the proposed acquisition and confirmed that a further report on the issue would be considered at a future Cabinet meeting.

Resolved:

- 1. That the recommendations detailed in the report be agreed.**
- 2. That the Deputy Leader of the Liberal Democrat Group be included in the circulation of the final report.**
- 3. That an embargo be placed on the details of the acquisition, until information is available in the public domain.**

Reason for Decision

To commit to the principle of commercial property acquisition of a commercial opportunity to improve the revenue position of the Council; and giving them authority to carry out further due diligence.

(Duration of meeting: 9.30 am - 12.25 pm)

These decisions were published, earlier, on the 28th March 2019 and will come into force on 5th April 2019

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

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

WILTSHIRE COUNCIL

CABINET

26 March 2019

Item 4 - Leader's Announcements

Development of Proposals for Special Educational Provision in Wiltshire

I am taking this opportunity to update you on the current position regarding the Council's proposals for special educational provision in Wiltshire.

Yesterday evening the Council issued a press statement advising that Wiltshire Council is extending its consultation on transforming special school education.

A group of families had taken a case to court challenging the process which had been followed in the period leading up to the publication of statutory proposals in January 2019. On 15 March 2019 they were granted permission to take some aspects of their case forward to a hearing, which was scheduled to take place in April.

In order to promote good working relationships with families, prevent further delay and uncertainty, and to conserve public money and cost for both parties, the council has now agreed a new way forward with the parties concerned as a better alternative to court proceedings.

1. Wiltshire Council has agreed to withdraw the decision to approve a statutory notice about the closure of three special schools (Larkrise, Rowdeford and St Nicholas), and the related notice regarding the opening of a new special school in Rowdeford.
2. We will now treat all previous consultation and responses that took place between 9 January 2019 and 1 March 2019 as part of a pre-publication consultation. This means they are treated as part of an initial consultation on what proposals should be published for further consideration. This is a process with a number of steps, and the council is re-opening the first stage. The council will reach a decision about the next steps after the end of the extended consultation period.
3. We will open the consultation again today, 26th March, and close it on 6th May at 5 pm. We have extended the consultation longer than the 4 weeks agreed with the families as this does fall over the Easter holidays. As part of this consultation, all responses, including responses putting forward options that differ from the proposal

to close the three schools and open a single school in Rowdeford, will be fully considered.

4. If anyone has already responded (we had over 2,400 on-line responses and 100 emails) they do not have to resubmit as these will automatically be taken forward into the report for Cabinet. Any further comments or proposals can be sent to the email address that has been used throughout - specialschools@wiltshire.gov.uk.
5. Officers are planning to hold a further two consultation meetings, and these will be promoted on the Council and WPCC websites and through the schools.
6. A new decision on the steps to be taken should then be made by the Council's Cabinet this summer. A summer decision will mean that the timetable for future SEN provision will still be met.

Wiltshire Council

Cabinet

30 April 2019

Subject: Proposed Closure of The Potterne Site of Five Lanes Primary School

Cabinet member: Councillor Laura Mayes - Cabinet Member for Children, Education and Skills

Key Decision: Key

Executive Summary

Five Lanes VC Primary School was created in 2006 following the amalgamation of Potterne and Worton Primary Schools. Since 2006 the school has run Key Stage 1 classes on the Potterne site and KS2 on the Worton site. The distance between the two sites is 2.2 miles.

Following informal consultation, the Governors of Five Lanes Primary School published a statutory Notice on 24 January 2019 proposing to discontinue (close) the school site in Potterne from 31st August 2019. It proposed that from 1st September 2019, all pupils on roll at the school would be taught at just the Worton site. The final date for comments on, or objections to, the proposal was 28 February 2019. Four comments were received.

In 2014 the school dropped from five classes to four due to declining pupil numbers. Since then pupil numbers have declined further and the school reduced to three classes from September 2018. This has left only one class on the Potterne site and two at Worton. With falling pupil numbers, the Governing Body is now proposing the permanent closure of the school site at Potterne.

As a VC school, the Governing Body have followed the process set out in the Education and Inspections Act to propose closure of the Potterne site. However the final decision on whether to approve this proposal must be made by the Council.

Proposal

1. Cabinet approves the proposal to discontinue (close) the Potterne site of Five Lanes Primary School with effect from 31 August 2019. From 1st September 2019 all pupils would therefore be educated on the Worton site.

Reason for Proposal

There is insufficient demand for places at Five Lanes Primary School to sustain two school sites. Surplus places on the Potterne site will be over 50% from September 2019 and the school faces a rising deficit budget if it continues to try and maintain two sites, making the school financially unsustainable.

Terence Herbert
Executive Director Children's Services

Wiltshire Council

Cabinet

30 April 2019

Subject: Proposed Closure of the Potterne Site of Five Lanes Primary School

Cabinet member: Councillor Laura Mayes – Cabinet Member for Children, Education and Skills

Key Decision: Key

Purpose of Report

1. The purpose of this report is to provide Cabinet Members with all the relevant information to make an informed decision on the closure proposal in relation to the Potterne site of Five Lanes Primary School.

Relevance to the Council's Business Plan

2. The Council's vision is to make Wiltshire a great place to live and work. This initiative specifically delivers increased wellbeing and/or safeguarding, by ensuring that resources are utilised effectively and efficiently, in coordination with partners and providers.

Main Considerations for the Council

3. Wiltshire Council recognises the government's presumption against the closure of village schools and will only bring forward proposals to close a village school where it can be demonstrated that one or more of the criteria below can be met. Relevant criteria are italicised:

- 1) *There is only very limited demand for places at the school from children living within the designated area.*
- 2) *Surplus places at the school exceed 25%.*
- 3) Standards are low and there is little confidence in the likelihood of improvement.
- 4) Recruitment of a head teacher has not proved possible.
- 5) *The necessary improvements to the school accommodation are either not possible or not cost effective.*
- 6) *The school has a deficit budget without realistic prospects of recovery.*

4. In the present circumstances, the Potterne site of Five Lanes Primary School meets the first, second, fifth and sixth criteria for closure in the list above. There is no proposal to close the whole school, just reduce from two sites to one.

Background

5. The process for decision making regarding closing a school site (rather than a whole school) is set out in the Department for Education's statutory process as prescribed in the following legislation: The 'Education & Inspections Act 2006', as amended by the 'Education Act 2011', The 'School Organisation (Prescribed Alterations to Maintained Schools) Regulations 2013' and in guidance published in October 2018 'Making Significant Changes ('prescribed alterations') to Maintained Schools'. The process consists of the following key stages for a Voluntary Controlled School:
 - I. Governing Body undertake Informal consultation for a recommended period of 6 weeks.
 - II. Governing Body considers the responses to the consultation and determines whether to proceed with publishing statutory notices together with a further period of statutory consultation.
 - III. Statutory notices published regarding the nature of the proposal and commencement of a statutory consultation period of 4 weeks.
 - IV. Cabinet considers the consultation responses and determines whether or not the school site should be closed.
6. The informal consultation (I.) was conducted between 8 October 2018 and 19 November 2018 (6 weeks) and included a public consultation meeting on the 15 October 2018. On 4 December 2018, the Governing Body of Five Lanes Primary School considered the responses to the consultation and decided to take the next step in the process to issue a Statutory Notice (II.). This notice was published on 24 January 2019 proposing to make a prescribed alteration to Five Lanes VC Primary School, Blackberry Lane, Potterne, SN10 5NZ, namely the discontinuance of use of the Potterne site, from 31st August 2019 (III.). The final date for comments on, or objections to, the proposal was 28 February 2019 and five responses were received. The next stage (IV.) is for Cabinet to consider all the consultation responses and determine whether the Potterne school site should be closed as proposed.
7. Five Lanes VC Primary School was created in 2006 following the amalgamation of Potterne and Worton Primary Schools. Since 2006 the school has run Key Stage 1 classes on the Potterne site and KS2 on the Worton site. There is approximately 2.2 miles between the school sites. In 2014 and 2018, the school was assessed as GOOD by OFSTED. During the latest inspection, the HMI Inspector was informed of the proposed closure and verbally supported the principle of moving to one site.
8. In 2014 the school dropped from five classes to four due to declining pupil numbers. Since then pupil numbers have declined further and the school reduced to three classes from September 2018. This has left only one class remaining on the Potterne site and two at Worton.

9. A table showing pupil numbers in recent years is below.

Academic Year (Jan)	Pupil Numbers
2012	112
2013	109
2014	105
2015	104
2016	109
2017	95
2018	86
2019	71

10. At present the split site school can accommodate 146 pupils. This would reduce to 90 pupils if solely based at Worton. The Published Admissions Number would also drop from 20 to 12. For the last few years the school has on average admitted only 66% of the pupils who live in the catchment area. The remainder mainly attend either Holy Trinity Primary School in Great Cheverell or Dauntsey Primary School in West Lavington. The birth rate in the catchment area has also been dropping for the last few years. The local authority pupil forecast for the school suggests that a capacity of 90 would be more than sufficient to meet the local demand for school places.

11. As at January 2018, the 86 pupils attending the school were resident in the following areas:

Area	Number of Pupils
Potterne	54
Worton & Marston	11
Devizes	18
Other	3

12. It is recognised that the majority of pupils live in the Potterne area however the Worton site is significantly larger and the building and grounds provide a much better education environment. It would not be possible to educate all pupils on the Potterne site as it is not large enough and there is insufficient space for outdoor learning or sport as there is no playing field.

13. The reduced level of demand for places at the school has led to increasing levels of concern from the Governors and Wiltshire Council about the financial viability of maintaining two sites. Surplus places on the Potterne site will be 50% from September 2019 and the school faces a rising deficit budget if it continues to try and maintain two sites, making the whole school potentially unviable.

14. The school's most recent five-year Budget Plan shows projected annual deficits in four of the next five years. The school moved into a small financial deficit in 2018-19 and projects an overall cumulative deficit of £179,000 by the end of 2022-23.
15. Having only one class on the Potterne site has also created safeguarding and health and safety concerns related to isolation of staff, lone working after school hours and ability to respond effectively emergency situations.
16. The Potterne site is constrained and has only two classrooms, no grassed areas and only a small hall for dining which is unsuitable for PE. The buildings and site at Worton are superior educational facilities enabling the best quality of education for local children. On the Worton site there is a large playing field, pond and wildlife area, a hall suitable for PE and three modern classrooms.
17. The school has struggled to attract all of its catchment pupils in recent years partially due, the Governors believe, to the constraints of the Potterne site. With two sites this currently limits the opportunities for whole school activities and reduces the ability for staff to work collaboratively to maximise the use of resources and raise standards. The move to one site will remove these constraints and limitations.
18. The consultation paper produced by the Governing Body suggests that moving to one site would provide a continuity of experience and provision for all children at the school. They suggest the following benefits would be achieved:
 - Improve the quality of education
 - Improved health and safety/safeguarding – reduces possibility of isolation, lone working after school hours, greater ability to respond to emergencies
 - Managing all staff and children on one site offers maximum opportunities for all children and enables staff to support each other
 - Key staff members on one site for greater time efficiency and school management
 - Resulting ability to further raise standards
 - Reduces overheads and excess costs of running two sites
 - Reduces costs associated with maintaining old buildings
 - Pupils in Key Stage 1 would benefit from the better facilities on the Worton site.
 - Easier accessibility for wraparound care for families
 - Greater potential for attracting more pupils
 - Reduce duplication and improve efficiency
 - Improve continuity of experience and provision, especially important for the most vulnerable children and those with special needs.
19. At present, Wiltshire Council funds school transport between the Potterne and Worton sites both before and after school for eligible children. The school also currently pays for a bus escort to travel with the children although this is not a Council requirement. This is a unique arrangement and has been in place since

2006. The bus used is a large coach which drops secondary pupils to Lavington School before returning to Worton, then Potterne and back to Worton. The coach would therefore be large enough to accommodate an increased number of pupils travelling from Potterne to Worton if the closure proposal is approved.

20. The Education Act 1996 and later Education and Inspections Act 2006 place a statutory duty on Local Authorities to provide free home to school transport if there is no 2 mile safe walking route for children aged under eights, or 3 miles for the over eights to their local school. There is no safe walking route between Potterne and Worton so all children living in Potterne will be eligible for free transport to the Worton site. Parents who live out of catchment and apply to the school would not qualify for free transport now or after implementation of this proposal.
21. As with all home to school transport provided by the Council, the bus departs straight after school. Pupils attending after school clubs at both Potterne and Worton are collected by their parents or a parental nominee.
22. Currently Carer's Nest Pre-school operate from a mobile classroom to the rear of the Potterne site. It can be accessed without entering the school and is on land owned by the Council. The pre-school was rated by Ofsted as outstanding and wish to remain on the Potterne site. The Council is currently renewing the lease for the pre-school and this will not be impacted by the outcome of this proposal. The school intends to continue working closely with the pre-school to ensure a smooth transition for younger children.
23. Should the closure of the Potterne site be approved, the building and grounds, apart from the pre-school, will revert to the Trustees who are the Vicar and Church Wardens from St Mary's Church in Potterne. Their intentions for the site are unknown.

Consultation Response Summaries

24. The pre-statutory consultation was conducted between 8 October and 19 November 2018 and included a public meeting. A summary of all feedback received during this period can be found in Appendix A. Also included (as Appendix B) are the minutes from the public consultation meeting, held on 15 October 2018.
25. In summary, both the consultation responses and meeting were largely supportive of the proposal to close the Potterne site. Concerns were raised about the pre-school which have since been addressed as above. However Potterne Parish Council wrote a letter of objection which is included in full in Appendix C.
26. Potterne Parish Council suggested that it would be preferable to build a new school in Potterne as that is where the majority of pupils live. Whilst, this would be the ideal solution, the Council does not have sufficient funding currently available. This could be reconsidered in the future, for instance if significant local housing development increased the demand for places.

27. There were five written responses received to the statutory consultation, these are summarised below.

- Teaching Assistant from Five Lanes Primary School – Supported proposed closure. Commented that it is hard to support each other over two sites; KS1 children would have KS2 children as role models; this year younger children have only seen the older children twice, transition between KS1 and KS2 would be easier; could share resources; access for KS1 pupils to green space and the guinea pigs and chickens on the Worton site; children learn so much outside the classroom exploring and experiencing nature to support and enhance their learning.
- Marston Parish Council – support proposed closure. Marston village lies within the catchment area of Five Lanes Primary School. The solution of moving to one site is the most pragmatic, and will enable children from the village to continue the fantastic education they enjoy.
- Member of staff, parent and resident of Potterne – Support proposed closure. SEN lead is currently at the Potterne site which makes vital communication difficult. Younger children gain so much from seeing older children who conversely gain confidence and empathy spending time with younger children. Children love the space and proximity to nature that the Worton site provides. The playground at Potterne is not fit for purpose and puts people off from applying for the school. The site is hard to access and dangerous to walk to. The children's interests should be the deciding factor in this matter.
- Parent of child in Five Lanes – Appreciated the financial and efficiency / provision enhancement drivers however has concerns about transport, future use of the Potterne site and the access to the pre-school. Asks whether transport will extend to after school clubs and whether there is an ongoing commitment for its provision. Asks what will happen to the Potterne site and whether direct access will be maintained to the pre-school. Concerned about severing the links between the school and the pre-school and the losing the strength that brings.
- Parent – Supported proposed closure. Stated that Five Lanes is a small rural village school and to remain sustainable it must move with the times. There is no option for a new school in Potterne and the current school is wholly inappropriate for young people to be educated. The solution of moving to one site is the most pragmatic, and will enable children in our local villages to continue the fantastic schooling they currently enjoy.

Issues to be considered

28. Five Lanes Primary school is designated as a rural primary school as such by an order made for the purposes of section 15. There is a presumption against the closure of rural schools, although in this case the proposal is not to close the whole school, just one site. In making a decision on this proposal, Cabinet may wish to consider the following issues:

a. Displaced pupils

There would be no displaced pupils as all pupils at the school would be educated on the Worton site from September 2019. If the school ever did need to expand in the future then the Worton site is large enough to support this.

b. The likely effect of the closure of the school on the local community

Five Lanes Primary School would continue to be the catchment school for the Potterne community. The Potterne school building is not currently used by the community outside of school hours. It is solely used by the school. Feedback from parents has mainly been supportive of the closure proposal. The school events, such as school fetes and sports days are already only held on the Worton site. If the closure is approved the school would continue to attend religious celebrations at both the Potterne and Worton Churches.

As above, Carer's Nest Pre-school would continue to run from the Potterne site and has its own access. The lease for the pre-school is currently being renewed.

c. Educational standards at the school and the likely effect on standards at neighbouring schools

In 2018, OFSTED carried out a short inspection and judged the school as Good however the next inspection will be a full Section 5 Inspection within the next 2 years. Identified within the Ofsted letter is the need to improve outcomes for SEN pupils. Currently the Special Needs Co-ordinator (SENCO) is based on the Potterne site and a high number of SEN pupils are based on the Worton site. Moving to one site will enable the SENCO to better meet the needs of these pupils. The same is true of the Maths subject leader.

Having all staff and pupils on the same site will enable a more efficient use of resources, increase collaboration, and enable pupils to support each other in their learning. More experienced teachers will be able to support those less experienced on a daily basis thus improving the outcomes of pupils.

There is no anticipated impact on neighbouring schools as there will be no displaced pupils. In the informal consultation stage, the Headteacher from Holy Trinity Primary School in Great Cheverell supported the proposed closure of the Potterne site.

d. the availability, and likely cost to the LA, of transport to other schools and any increase in the use of motor vehicles which is likely to result from the closure of the school, and the likely effects of any such increase.

As detailed above, a bus already shuttles between the two sites both before and after school. This will reduce to just one journey in the morning and afternoon as the bus will no longer be required to transport pupils from Worton to Potterne.

Most families already make use of the transport provided so an increased use of motor vehicles is not anticipated.

If an additional bus was required, then there are already two bus bays marked outside of the Worton school site for children to safely disembark.

e. Alternatives to the closure of the school

This proposal will not result in the complete closure of a school, just the closure of one site. The alternative is to remain on two sites which would make the whole school potentially unviable and would not realise the additional benefits detailed above from being co-located.

It would not be possible to educate all pupils on the Potterne site as the buildings are poor and the site is small with no playing field which is statutory requirement for KS2 pupils.

Safeguarding Implications

29. The Governing Body recognise the vulnerability of having only one class on the Potterne site. In particular they have concerns related to the isolation of staff, lone working after school hours and the ability to respond effectively to emergency situations. Moving onto one school site would eliminate these concerns as all staff would be co-located.

Public Health Implications

30. If Key Stage one pupils were educated on the Worton site, they would have access to a hall for PE, playing field and a better quality of outdoor learning. They would also have access to a wider range of after school clubs. The hall at Worton will also enable whole school worship and improve contact with the SENCO for KS2 pupils.

Corporate Procurement Implications

31. Since this proposal relates to the closure of the Potterne site, there are no direct corporate procurement implications.

Equalities Impact of the Proposal

32. The Local Authority has a duty and responsibility to provide sufficient school places both in terms of mainstream and specialist provision to meet demand arising from all areas of the community. As a public body, the Council must take into account the Equality Act 2010, a consolidating Act which brings together previous Acts dealing with discrimination. Decisions must be reviewed for potential impact on persons with “protected characteristics”.
33. The Local Authority pupil forecast estimates that the future demand for places will remain below 90. If numbers ever did increase, an expansion at Worton

would be viable. Therefore sufficient school places will always be provided. The Council also has a duty to provide home to school transport for those pupils who are eligible, this will not change. The Potterne site is not physically accessible but the Worton site has ramped access. All pupils being located on the same site as the SENCo would enable a greater level of support to be provided to all.

Environmental and Climate Change Considerations

34. In the eventuality that the Potterne site remained open, the environmental impact of the school would be expected to remain high compared to other schools. This is based on the fact that the Potterne site would be operating with a large surplus of capacity.

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

35. If the Potterne site remained open, an opportunity to maximise the effectiveness of school resources and improve the quality of education would be missed. The risks of keeping the Potterne site open are also financial; see financial implications section below. With a rising deficit budget the future of the whole school could be compromised.

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

36. If the number of children living in Potterne increased significantly, then the provision of an additional classroom at Worton may be needed to provide a further 30 spaces. A second bus might also be required. These would both have financial implications for the Council.
37. In 2018, when reducing from 4 classes to 3, the school reduced their teaching and teaching assistants accordingly and consequently there would be no redundancies required for teaching staff. However, if located on one site the school may wish to reduce the number of non-educational support staff which could result in redundancies.

Financial Implications

38. If the proposal proceeds to closure of the Potterne site by August 2019, there would be no direct impact (positive or negative) on the Council's long-term revenue budget since school revenue funding in the form of the Dedicated Schools Grant (DSG) is ring-fenced from all other Council revenue streams.
39. Should the decision be taken to close the Potterne site, there could be redundancy costs associated with this decision. There will also be ongoing transport costs but potentially less than the current level.
40. These costs need to be seen in the context of projected annual deficits in four of the next five years. The school has a small financial deficit in 2018-19 and projects an overall cumulative deficit of £179,000 by the end of 2022-23.

41. Schools cannot set a deficit budget without the prior agreement in writing of the authority. For clarity, a deficit budget is one where the gross expenditure in the budget plan exceeds the total of funding, income and the balance (surplus or deficit) brought forward from the previous year. This consent is given by the Section 151 officer - The scheme of delegation allows for deficit budgets, but only for three years, and no more than 20% of the school's budget share, up to a maximum of £750,000. In certain cases these provisions can and have been breached in Wiltshire, with the consent of the s151 Officer.
42. The schools current budget share is approximately £400k and therefore a cumulative deficit of £179k exceeds the 20% threshold. Moving to one site would bring both staffing and non-staffing efficiencies alongside reduced premises overheads for the school and help towards the delivery of a balanced financial position.
43. The school is currently in receipt of a split site allowance of £65,000 in recognition of the duplicated costs of running two sites. Due to the nature of the Minimum Funding Guarantee (MFG) contained within school funding, the school will not see an immediate loss of the £65,000 as the MFG will provide a protection to ensure that there is no detrimental impact financially of moving to a single site.

Legal Implications

44. As detailed in paragraph 5, under the Education and Inspections Act 2006 (as amended by the Education Act 2011), proposals for the closure of an additional site at a school such as Five Lanes VC Primary School is governed by The School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 ("Prescribed Alterations Regulations").
45. When exercising functions under these regulations regard must be had to guidance published by the Department for Education (DfE), including Making significant changes ('prescribed alterations') to maintained schools, Statutory guidance for proposers and decision-makers (October 2018). The procedure as set out in this report has followed that guidance.
46. The Cabinet, as the Local Authority decision maker, will need to be satisfied that the appropriate fair and open local consultation and/or representation period has been carried out and that the proposer has given full consideration to all the responses received. They should not simply take account of the numbers of people expressing a particular view. Instead, they should give the greatest weight to responses from those stakeholders likely to be most affected by the proposal – especially parents of children at the school. Cabinet should also turn their mind to the matters set out at Part 5 of the guidance and in particular pages 31 and 32.
47. Five Lanes is a designated rural school. However, as the proposals are for a prescribed alteration not a school closure, the considerations set out above, at paragraph 28, although important, do not have to have regard paid to them.

48. A copy of the statutory guidance can be found at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/756572/Maintained_schools_prescribed_alterations_guidance.pdf

Conclusions

49.

- 1) Pupil numbers at the school have dropped significantly in recent years, resulting in a significant surplus capacity and only one class of pupils remaining on the Potterne site.
- 2) As a result, the school are concerned about safeguarding and their ability to raise standards with limited resources split over two sites.
- 3) If they continue to maintain two sites, the school project a deficit budget of £179,000 by the end of 2022/23.
- 4) Considering the above, the only viable option is to close the Potterne site.

Proposal

50. It is therefore recommended that Cabinet approves the proposal to discontinue (close) the Potterne site of Five Lanes Primary School with effect from 31 August 2019. From 1st September 2019 all pupils would therefore be educated on the Worton site

Reason for Proposal

51. There is insufficient demand for places at Five Lanes Primary School to sustain two school sites. Surplus places on the Potterne site will be over 50% from September 2019 and the school faces a rising deficit budget if it continues to try and maintain two sites, making the school financially unsustainable

Terence Herbert
Executive Director – Children’s Services

Report Author: Clara Davies
Clara.Davies@wiltshire.gov.uk
Tel: 01225 713872

15 April 2019

Appendix A

Results of the Informal Consultation October/November 2018

Interest in School	Support closure Yes/No	Comments/ Queries
Parent	Yes	Better quality of facilities at Worton
Parent and Local resident	Yes	Better facilities at Worton to improve learning and opportunities
Parent	Yes	
Parent	Yes	Safer, better facilities at Worton.
Parent	Yes	Reducing costs from running two sites makes perfect sense
Parent	Yes	Better facilities and makes more sense
Parent	Yes	Will benefit school, less outgoings, more appealing to parents
Worton Parish Councillor	Yes	Worton site is far superior, children already commute to Worton for KS2 so it's a well accepted arrangement
Parent/Governor	Yes	Environment and facilities better at Worton.
Parent/Governor	Yes	
Parent	Yes	Children are thriving since moving to the Worton site
Contractor	Yes	Better efficiency with reagrds to the IT system and support visits
Local resident	Didn't answer	Can appreciate financial problems with having two sites but suggested that a new school in Potterne would be preferable.
Local resident	Yes	Support proposed closure but asked questions regarding the future use of the school site, transport between sites and the future of pre-school
Carers Nest Pre-School	Yes	Need to ensure that the pre-school can remain on the school site in Potterne
Member of staff	Yes	Would enable all ages to interact. Better for the only teacher based at Potterne
Worton Parish Council	Yes	
Potterne Parish Council	No	Object to the loss of the school in the village where most pupils live. Think more consultation is required. Consideration should be given to building new school in Potterne.

Public meeting
Consultation on the proposal to close the Potterne site of Five Lanes CE VC Primary School
(All pupils would be educated at the Worton site)

Monday 15th October 2018 at 6.30 p.m.
St Mary's Church, Potterne

Minutes taken by Clerk to Governors

Chairing the meeting:

Clara Davies, Wiltshire Council
Mel Cunningham, Head Teacher, Five Lanes CE VC Primary School
Steven Morse, Chair of Five Lanes Governing Body
Philip Salaman, Vice Chair of Five Lanes Governing Body

School representation:

Debbie Alvis, Assistant Head Teacher and Elder class teacher (Yr. 5 & 6) & Governor
Rhian Webber, Beech Class Teacher (R, Yr1&2) & Special Educational Needs leader (SEN)
Louise Williams, Governor & Finance Officer (Worton)
Helen Morse; Clerk to Governors and Administration Officer (Potterne)
Alana Buckingham, School SEN governor

Church representation:

Rev Ali Bridewell, vicar Potterne, Worton & Marston
Keith Thorman, Church Warden & Governor
Martyn Kemp, Salisbury Diocese
John Starling, Church Warden (& sound system assistant)

Chair of Governors, SM opened the meeting and asked Rev Ali Bridewell to lead everyone in prayer, as Five Lanes always does at their governor meetings.

SM introduced the representatives sat at the table – CD, MC PS & SM
PS talked through the school finances and explained how it works.

PS asked if there were any questions – none asked, so PS explained the options:

1. Do nothing and run into financial ruin.
2. Close entirely – both sites.
3. Close one site – either, both have merits / disadvantages.
 - a) Close Worton site, which is owned by Wiltshire Council – the site could have development potential for the Council. However this would mean that all pupils would have to go to Potterne which isn't big enough.
 - b) Close Potterne site, which is owned by the church - if it was sold then probably neither the school nor council would benefit.

We have looked at selling either – Worton has ability to grow & increase in pupil numbers. Can't maintain the Potterne property, so to sustain costs and reduce overheads propose to close Potterne.

Q: **How does the budget look with going on one site?** *Nina Potter (Pupil parent & Potterne resident)*

A: PS – We currently receive a payment for being on 2 sites and this will cease. However having one class at Potterne with a lone teacher is not a good environment & costs are duplicated, i.e. 2 x security, insurance, etc. Costs will be reduced if move to one site and hopefully will be more attractive for prospective parents.

Q: **Is there a time frame on the move to Worton & how sustainable is that move for the future?**

Justine Hanson (Pupil parent & Potterne resident)

A: PS - we need to submit a 5 year plan – currently on 2 sites, 1 site is sustainable for at least 5 years. SM asked how many do you think would be in reception? JH - think it will be similar to that now.

CD said we do receive data on children born in catchment area, this year it was 12, year after 20, then 16 then 13. Further information is due any day, so this is basis for the future forecast for the school. In recent years the school has taken about 55% of children living in the catchment.

Q: **Worton has better outside space, but is there room for the whole school in the current building?** *Lee Miller (Pupil parent & Potterne resident)*

A: MC replied that Worton has 3 classrooms, currently one is being used as a library. Temporarily one class would move into the library and the school would like to add a mobile building to replace the library. We are aware that it is a competitive market & we need to make the school as appealing as possible to attract more children. MC said that feedback from prospective parents over the past few years say that the Worton building is more appealing & modern than Potterne. DA added that before the Worton School was federated with Potterne there were 3 classes in the building and the Foundation / Early years classroom was positioned so the children can go straight outside.

Q: **Would you still consider a bus monitor?** *Justine Hanson (Pupil parent & Potterne resident)*

A: MC – yes, we are the only school in Wiltshire that operates with an escort. We also run a ‘Buddy’ system on the bus, where older children look after younger ones.

Q: **How many children travel from Potterne to Worton daily?** *Louise Watson (Potterne resident & ex-pupil)*

A: Approx. 35 - 40

Peter Balls chair of Parish council expressed concern over the number of children that will attend the school from Potterne, once it moves to Worton.

Q: **Is there is room at Potterne?** *Amelia Mortimer, (Potterne resident & pupil parent)*

A: PS – No, the school also only has a very small hall which is deemed ‘unfit for purpose’ and the outside space is better at Worton.

Richard Gamble, Wiltshire Councillor said all local schools are going through the same issues with low numbers and are advertising. Vulnerability of this plan will be that more children will need to travel further, either by bus or car, to their first school.

SM said that he experienced putting a Reception child on a bus, as living in Worton meant travelling to Potterne for Key Stage and it was a concern, however the bus monitor & other children soon allayed fears for both the child / parent. The general consensus is that as the children get older they need the outdoor space more for exercise, sporting activities and wellbeing – this is key for the children.

Q: Do we know how many attend from Poulshot, e.g. v's going to Rowde? *Justine Hanson, (Pupil parent & Potterne resident)*

A: *PS – haven't got access to numbers. MC said we have had Poulshot children attending our school.*

Q: I agree with the sentiment of sending a small child to school on the bus, however I would drive if necessary. Our family chose the school due to Carers Nest pre-school provision. How does Carers Nest sit within the Consultation? *Nina Potter, (Pupil parent & Potterne resident)*

Q: I am also concerned about what will happen to Carers Nest Pre-school (which is situated at the back of Potterne school site). *Emma Blackmore, (Manager Carers Nest Pre-School)*

A: *CD said that the pre-school building is owned by Wiltshire council and it is situated on council land, so there are no changes proposed.*

Q: Can I please have it in writing that Wiltshire Council own the land. *Emma Blackmore, (Manager Carers Nest Pre-School)*

A: *CD – made a note of request.*

Peter Balls (Potterne Parish Council) said that the Parish council are in process of making the school a community building (?) (Didn't hear what he said, as he refused the microphone).

PS said that he had been asked 'can we build a new school?' If we did find land, who would fund it? No-one is willing to pay. The demise of rural schools is an issue we have to face, especially where larger town schools are being built. There is not a lot we can do. Economic decisions are the ones outline by Claire Perry.

Peter Balls (Potterne PC) expressed concern that Potterne residents won't chose to send their children to Worton, leading to the closure due to depletion in pupil numbers.

SM replied that others have different views and will view it as a positive for children to be on a more modern spacious site. The bottom line is that we cannot sustain the current position, the school is in debt and it will get worse quickly & need to act now to reduce deficit.

Peter Balls (Potterne PC) said that the proposed closure has happened all too quickly and there has been miscommunication.

SM replied that this is part of the Consultation process, which is being adhered to as stipulated by Wiltshire Council guidelines.

Q: It looks like you have all made up your minds? *Amelia Mortimer (Pupil parent & Potterne resident).*

A: SM we have gone through much deliberation over the past few years and our decision hasn't been an easy one – this is the best sustainable decision and only governed by what is right for the school's sustainability and what is best for the children.

A: PS said our best option is to move to Worton, but we have to follow strict guidance by Wiltshire Council and the Government Consultation process.

Q: **Have you asked the parents if they would send their children to the school?** Peter Balls, (Potterne Parish Council)

A: DA – all the parents present at this meeting have chosen to send their children to our school.

A: MC – all responses received to date from parents have been positive.

Q: **Is there going to be any provision for additional parking at Worton?** Jason Canning, (Pupil parent & Potterne resident).

A: PS – we have previously had permission to use to a privately owned field at the rear of the school, accessed through Cedar Close, if we need provision for special events, i.e. the fete.

Q: **How many children have left through the year?** Jason Canning, (Pupil parent & Potterne resident).

A: PS - We have lost some children during a school year, but these factors happen in every school and have a fairly neutral effect, it is not due the education provided.

Richard Gamble said that currently Poulshot children come under the Rowde catchment area. When a single site for Five Lanes School is established / completed, the Worton site will be more attractive to those in a wider catchment area.

CD said that parents can choose wherever they want their children to attend school. Schools can apply for a change in their catchment area but that consultation with other schools and parents would be necessary.

Richard Gamble said that Rowde might not agree to any changes, but in the context of this change it might be worth investigating this. No-one can predict the future of rural schools, it depends on development and the local plan on where developments should go – historically not in villages, but this doesn't give sustainability and may give a solution for redevelopment.

Lee Miller said we send our children to Five Lanes School and the teaching is outstanding. There is the added benefit of the outside space at Worton and first impressions of the school will be more appealing for prospective parents.

Peter Balls said I cannot see that Worton can compete with DAPS & Holy Trinity. I do live in the village and when my children were in primary education, the school in Potterne wasn't right for them, so they didn't attend it. I don't believe that this should be a closed decision and need to look further at getting a new school in Potterne.

SM said we would welcome support that you can give or anyone else. This is a voluntary role the governors do and they would welcome written views from the Parish council.

DA said that we should remember that whilst the consultation is ongoing we should consider that there is one young teacher on the Potterne site teaching one class alone, although she

does have 2 teaching assistants, it is remote. The decision process is lengthy enough and consideration should be given to the vulnerability of any teacher working with one class at the Potterne.

MC – Our young NQT teacher could leave the school at some point and we would struggle to appoint a skilled practitioner to fill any vacancy, due to working remotely. The budget is so tight that TA's are buying resources themselves, staff members are paying for gravel, fuel, vehicle business insurance to use their own cars for transportation between the 2 sites – I'm lucky that our staff are so generous. Being on one site will be much more efficient in terms of teaching, special educational needs, sharing resources, cost savings with utilities, to name only a few of the benefits.

My husband and I chose to send our children to Five Lanes School, as the pastoral care is amazing and the provision they have received is exceptional. I believe that probably a third of children at the school are from outside the villages of Potterne, Worton or Marston. *Alana Buckingham, (Pupil parent).*

Our pre-school would like to work more with the school and we do encourage the children to come into school, but it is a shame that we don't see more of each other. *Emma Blackmore, (Carers Nest Manager).*

SM said that it has been a difficult year and staff constraints and time have been challenging. We would like to continue to work with Carers Nest.

Q: Can a transition from preschool still continue?

A: *DA – yes we will certainly try and continue with this.*

Q: Will after school club and breakfast club continue? *Jason Canning (Pupil parent & Potterne resident)*

A: *MC – yes we will definitely want to continue with this – wrap around care is a selling point for the school, especially for working parents.*

Q: How will that work? *Justine Hanson, (Pupil parent & Potterne resident)*

A: *MC – not sure yet as this is the Consultation process, we cannot make plans yet.*

Q: What is the next step in the process? *Justine Hanson, (Pupil parent & Potterne resident)*

A: *PS – 6 week Consultation for everyone to view and respond. The responses will then be looked at, collated and the Five Lanes Full Governing Body will decide whether to proceed to statutory consultation, which means a Statutory Notice will be issued in the local paper. There is then a 4 week period for people to make comments. The results of this consultation will then be present to the Council's Cabinet for them to make a final decision.*

Q: What happens if the church decide to sell the Potterne building? *Lee Miller (Pupil parent & Potterne resident)*

A: *The building is owned by the Trustees, who are the vicar and 2 church wardens. Salisbury Diocese are in the process of trying to get it transferred to the Diocese. The Diocese need to work closely with Wiltshire Council, but it is too early in the process to make any decisions on the site. (It is an awkward site).*

The Salisbury Diocese would like an interest in the Worton site if the Potterne site is sold, as they want to still be involved with the church school and see it as an opportunity to put something right. Martyn explained that historically when Worton & Marston Schools were sold, the Diocese interest was not transferred to the new school (which was built on High Street, Worton), so the Diocese want to rectify this. CD explained that this would be possible, as usually the buildings of Voluntary Controlled Schools are owned by the Diocese or Trustees.

A: SM – *this could take a long time as it is a complicated process.*

Janice & Mervyn Underwood said that it will be sad to see the Potterne school site close and we have good memories of it, but we do understand the difficulties being faced. (Potterne residents).

SM – we as Governing board & senior leadership team need to close one site to benefit from the superb teaching for the children and in our view the Worton site is the best option available. We welcome all responses and any help in deciding the future of our children's education.

CD said that the minutes of meeting do form part of the evidence pack.

PS – Can everyone please ensure they have signed the meeting registration form to confirm their attendance?

SM thanked everyone for attending the meeting.

Meeting closed at 7.50 p.m.

Informal Consultation Response from Potterne Parish Council

RESPONSE TO CONSULTATION ON THE PROPOSED CLOSURE OF THE FIVE LANES VC PRIMARY SCHOOL SITE AT POTTERNE (ALL PUPILS WOULD BE EDUCATED AT THE WORTON SITE)

Please take time to complete this form so that we can take account of your views.

Only one response per person will be accepted. We will not pass on your personal information to a third party. Your views will be treated as strictly confidential.

1. Please indicate your interest in the school (e.g. current parent, parent of pre-school child, Governor, Member of staff, local resident, from neighbouring school).

Parent/Carer Member of Staff Local Resident
 Governor at School Prospective Parent Other, specify

2. Do you agree with the proposed closure of the Potterne site from Easter 2019?

YES NO Please tick appropriate box

If you wish to give your reasons for supporting the closure please do so below.

If you do not support the closure or believe that there are other options that should be considered please give details below.

Please see attached detailed reasons why Potterne Parish Council do not agree with the closure of the Potterne site. The Parish Council feel the timescale is too short and should be re-visited with a longer timescale than current. Continued on following pages.

By Hand: Please return the form to the school office by noon on 19 November 2018, or
 By email: send to clerk@fivelanes.wilts.sch.uk
 By Post: Clerk of the Governing Body, Five Lanes Primary School, Blackberry Lane, Potterne, SN10 5NZ.

FIVE LANES VC PRIMARY SCHOOL

Introduction

1. Potterne Parish Council does not support the closure of the Potterne site of Five Lanes VC Primary School. This objection is based on the principle of closing the school in such a comparatively large Wiltshire village and the manner in which the proposal has been drawn up in isolation given the profound implications for the affected children and village in the long-term. The Parish Council accepts that the current Potterne site has limitations but believes that the proposal to concentrate the school at Worton is a short-term measure that will likely lead to both Potterne and Worton losing their school altogether over time.

Objection in Principle

2. Potterne Parish Council strongly opposes the proposal to close the Potterne site on the basis that the primary school aged catchment profile makes the plan unsustainable in the medium term, 'immediacy' of the closure and absence of any other courses of action being presented to the village at this late stage.

3. Instead the Parish Council would like to see a number of short-term options being developed, including an alignment with other schools in the vicinity that might be a better option for the affected pupils and in the medium/long-term for the children of Potterne.

4. Consideration should also be given to building a new school in the medium term, in the vicinity of Butts Farm¹; as was proposed in 2000 and which might mean the development of further housing in the village so as to jointly justify such expenditure, meet Wiltshire Council's housing needs and keep Potterne vibrant in the long-term.

Objection in Detail

5. Not only is the principle of the Potterne site closure challenged but there are also several points of significant detail that the Parish Council believes to be wrong:

- **Catchment Profile²**. The primary school age demographics do not support the proposal.

¹ Planning for this site was well advanced and the synergy that Butts Farm would generate when combined with a footpath/cycle way into Devizes (with its secondary school) via Drew's Pond is significant.

² Statistics provided by Clara Davies, Acting Head of School Place Commission, Wiltshire Council in e-mail dated 15 Oct 18.

- Of the 85 pupils currently on the Five Lanes role: 55 (65%) have Potterne postcodes, 18 (21%) have Devizes postcodes, 11 (13%) have Worton and Marston postcodes and 1 (1%) has a Melksham postcode.
- There are 103 primary aged pupils living in Potterne currently, of which 55 attend Five Lanes – 53%. Beyond that: approximately 31% of pupils living in Potterne attend either The Holy Trinity CE Primary Academy, Great Cheverell or Dauntsey Academy Primary School in West Lavington – both of which continue to have excellent reputations and are approximately twice the maximum size Five Lanes can be – with a further 34% attending various other schools in the Devizes area.
- There are 39 primary aged pupils living in Worton and Marsden, of which 11 attend Five Lanes – just 28% of only 39 pupils.
- Meaning that:
 - 79% of all current Five Lanes pupils will need to travel to/from the Worton Site on Day 1.
 - Worton and Marsden does not have sufficient pupils living within them to sustain a school without attracting pupils from surrounding village schools and this seems unlikely given the quality of schools in question.
 - The proposal carries high risk because it assumes that existing and new children from Potterne and Devizes will continue to attend Five Lanes School, despite the trend to date and the popularity/availability of places in other excellent schools in the vicinity.
 - The proposal has a dependency on free transport being provided to pupils from Potterne to attend the school in Worton. Whilst this might be the case today, this free provision would be questionable should the planned cycle path/footpath be built that links Potterne to Devizes via Drew's Pond.
- **Timings.** The amount of time given to consider such an important issue for the village is extremely limited and appears to be driven by the Financial Year much more than the interests of the affected pupils and their parents. Meaning that:
 - The wider stakeholders have not been properly consulted.

- Any proposed closure would be better aligned to the end of the school year as this would cause less disruption to the vast majority of pupils and parents - who live in Potterne and Devizes.
- The current plan must assume a drop in Year 1 entrants from Sep 19 because applications for Year 1 entry across Wiltshire need to be submitted by 15 Jan 19 and yet a final decision on whether the Year 1 Class will have moved from the Potterne to Worton sites will not be announced until Feb 19.
- **Transport.** Wiltshire Council has confirmed that free buses would be provided to transport pupils from Potterne to Worton at no increased cost to the Council, but how does this affect the 18 pupils from Devizes that currently attend the school and would the school be truly viable from the outset and in the long term without 21% of its current pupils coming from Devizes?
- **Pre-School.** The connection between the Pre-School and Primary School co-located on the Potterne Site in terms of feeder numbers is significant. Whilst there is no indication at present that the Pre-School will close, its future will be less secure if pupil numbers drop and/or its current site in Potterne is developed once the Primary School vacates the site³.
- **Consultation.** For a matter with such profound implications for the long-term vibrancy of Potterne, consultation and opinions should have been sought from across the village before the proposal to close the Potterne Site in favour of the Worton site at such short notice was presented as the only option by the School Governing Body. The proposal should consider other options, including whether children from Potterne would be better served by attending other local schools in preference to Worton. Furthermore the Parish Council believes that the Public was misinformed at the meeting in St Mary's Church on 15 Oct 18 insofar as it was wrongly intimated that the Pre-School would continue irrespective of the closure of the Potterne site and this cannot be assured, and that any income gained by the Church from the redevelopment of the Potterne site would be invested in the Worton site - that is also likely to be wrong.

Conclusion

5. Potterne Parish Council is determined to ensure that the village retains its Primary School in the medium to long-term but thinks this is unlikely if the proposal is followed through. It believes that the underpinning assumptions of the proposal are inaccurate and that the parents of affected children and the

³ The Pre-School is located on land owned by Wiltshire Council and yet its utilities are provided from the School located on land owned by the Church.

villages as a whole have been inadvertently misled in terms of the future of the pre-school, free transport arrangements for existing and future children from Devizes and the reinvestment dividend from any development of the Potterne site. Moreover the Parish Council believes that the closure of the Potterne site is being rushed through without due regard for the current pupils/academic year, that the uncertainty about the future of the school on 15 Jan 19 will result in fewer pupils entering the school in Sep 19 than might otherwise be the case and that the closure, if agreed, would be better at the end of the 2018/19 Academic Year.

6. The Parish Council welcomes the opportunity to become engaged in a wider stakeholder group that could take forward these issues in a more collegiate manner that it feels is necessary for such an important issue, with its profound implications for the village in the present and future.

This page is intentionally left blank

Wiltshire Council

Cabinet

30 April 2019

Subject: Wiltshire Local Plan Review Update: Strategy Development

Cabinet Member: Councillor Toby Sturgis - Spatial Planning, Development Management and Property

Key Decision: Key

Executive Summary

Cabinet on 10 October 2017 approved the scope and content of an initial consultation on the Wiltshire Local Plan Review. The consultation included publication of the Swindon and Wiltshire Strategic Housing Market Assessment (SHMA) and Swindon and Wiltshire Functional Economic Market Area Assessment (FEMAA) to inform the review, as first reported to Cabinet on 12 September 2017.

In November 2017 the scope of the plan consultation took place in accordance with the approved LDS as reported to Cabinet on 26 March 2019. In October 2018, further informal consultation took place in relation to the main towns in Wiltshire and rural areas. The purpose was to discuss with town and parish councils and representatives of neighbourhood plan steering groups what an appropriate scale of growth could be for each main town over the period 2016 - 2036 and to consider planning for housing in the rural areas.

As reported to Cabinet on 26 March 2019, the Government have issued revisions to the National Planning Policy Framework (NPPF), which has implications for plan making in Wiltshire. This report therefore brings together the outcomes of the consultations in 2017 and 2018 and revisions to national policy and guidance. It sets out next steps for the review of the Wiltshire Local Plan in relation to the development strategy and identifies a range of housing growth for Wiltshire over the period 2016 to 2036 to be tested. It identifies alternative development strategies for different distributions of employment and housing growth by housing market area to be considered through the plan-making process to develop a preferred strategy.

Maintaining an up-to-date development plan in accordance with the NPPF will support plan led growth across the county safeguarding Wiltshire from speculative and unplanned development, which does not support sustainable and resilient communities.

The local plan review process will continue to involve Wiltshire's community and other stakeholders in the early stages of plan making.

Proposals

That Cabinet:

- (i) Endorse a housing range of between 40,840 and 45,600 homes as the basis to test and then inform an appropriate local plan housing requirement for Wiltshire for the period 2016 to 2036.
- (ii) Agree that the alternative development strategies identified for the Chippenham Housing Market Area, Salisbury Housing Market Area, Swindon Housing Market Area (Wiltshire part) and Trowbridge Housing Market Area are an appropriate basis for further assessment for the purpose of testing the upper end of the proposed housing range and develop a preferred strategy for the plan.

Reason for Proposals

To ensure that progress continues to be made on maintaining an up-to-date development plan for Wiltshire in line with revised national policy (NPPF, February 2019).

The NPPF requires local planning authorities to keep their Local Housing Need under review as new data becomes available and confirms that the local plan housing requirement is not set until the plan is submitted to the Secretary of State for Examination. It is therefore important to adopt a flexible approach to calculating the plan's housing requirement as part of the plan making process to respond to future data if necessary.

Alistair Cunningham

Executive Director for Growth, Investment and Place

Wiltshire Council

Cabinet

30 April 2019

Subject: Wiltshire Local Plan Review Update: Strategy Development

Cabinet Member: Councillor Toby Sturgis - Spatial Planning, Development Management and Property

Key Decision: Key

Purpose of Report

1. The purpose of the report is to:
 - (i) to set out the next stage of plan making in the light of the changes to national policy and the outcome of consultations; and
 - (ii) agree the appropriate scale of housing growth to be tested for Wiltshire and the alternative development strategies to be considered through the plan-making process to inform a preferred strategy.

Relevance to the Council's Business Plan

2. The Business Plan 2017-2027 'Forward Thinking' seeks to create strong communities in Wiltshire. One of the four priorities, 'Growing the Economy', recognises the importance of job creation and improving housing supply to enable people to live and work locally. Delivering development where it is needed forms one of the goals of the Business Plan. Goals will be supported by the timely review of the Wiltshire Local Plan to ensure planning policies support sustainable development and resilient communities.

Background

3. Cabinet at its meeting on 10 October 2017 approved the initial Regulation 18¹ consultation on the proposed scope and content of the Local Plan Review. The consultation included publication of the Swindon and Wiltshire Strategic Housing Market Assessment (SHMA) and Swindon and Wiltshire Functional Economic Market Area Assessment (FEMAA) to inform the review, as first reported to Cabinet on 12 September 2017. Reports on the consultation are available on the web site (see <http://www.wiltshire.gov.uk/planning-policy-local-plan-review> under Issues

¹ Regulation 18, Town and Country Planning (Local Planning) (England) Regulations 2012: Consultation on the Scope of the Plan

Consultation). Initial findings from the consultation were reported to Cabinet on 26 March 2019.

4. Further informal consultation took place in relation to the main towns and rural areas during October and November 2018 (Member Briefing Note 368 refers). The purpose was to discuss with town and parish councils where growth could take place and what could be an appropriate scale. Rural based workshops discussed how the local plan could support delivery of new homes to meet local housing need and support neighbourhood plans. In total, five town-based workshops and two rural workshops were held. A report of these meetings is available on the Council's website (<http://www.wiltshire.gov.uk/planning-policy-local-plan-review> under Issues Consultation). The key message from the town-based workshops was that growth should be supported by appropriate infrastructure. In certain towns specific infrastructure was discussed, for example, a bypass in relation to Melksham.
5. Cabinet on 26 March 2019 (report on Wiltshire Local Plan Review Update) considered the implications for plan making, arising from the revisions to the NPPF published in July 2018 and subsequently February 2019². This included information on estimating local housing need and, in referring to a similar report considered by Swindon Borough Council at its Cabinet meeting of [20 March 2019](#), indicated that it is likely that Swindon Borough's housing need can be met within the Borough.
6. Cabinet on 26 March 2019 also agreed the extent of the proposed Chippenham Housing Market Area, Salisbury Housing Market Area, Swindon Housing Market Area (Wiltshire part) and Trowbridge Housing Market Area (as amended), as set out in **Appendix 1**, and that they were an appropriate basis for housing distribution within Wiltshire and should inform the development of a preferred development strategy for the Local Plan.
7. This report considers the development of alternative development strategies for each housing market area, which have been informed by the outcome of the 2017 and 2018. These are based on work that has now been undertaken on estimating housing need, as well as evidence in the FEMAAs on need for employment land.

Main Considerations for the Council

Estimating housing need

8. The NPPF at paragraph 60 states that: *"To determine the minimum number of homes needed, strategic policies should be informed by a local housing need assessment, conducted using the standard method in*

² <https://www.gov.uk/government/consultations/changes-to-planning-policy-and-guidance-including-the-standard-method-for-assessing-local-housing-need>
<https://www.gov.uk/government/publications/national-planning-policy-framework--2>

national planning guidance". The result of the standard method is, therefore, the starting point for plan making and represents the minimum number of homes needed in the local authority area. Based on the latest Government position, 40,840 homes would be the minimum local housing need for Wiltshire for the period 2016 to 2036. This calculation is set out in **Appendix 2**.

9. National policy and advice also indicate that local planning authorities (sometimes referred to as strategic policy-making authorities) should keep their local housing needs assessment under review as new, more up-to-date data becomes available. Planning practice guidance (PPG) states:

"The housing need figure generated using the standard method may change as the inputs are variable and this should be taken into consideration by strategic policy-making authorities. However, local housing need calculated using the standard method may be relied upon for a period of 2 years from the time that a plan is submitted to the Planning Inspectorate for examination".

(Paragraph: 008 Reference ID: 2a-008-20190220)

This is an important consideration as until the plan is submitted to the Secretary of State for examination it will need to respond to changes in information. For example, affordability ratios are published every year and household projections every two years which means the current minimum local housing need assessment will change before the plan is submitted in late 2020. It is possible that both factors will contribute towards an upward trajectory for housing need in Wiltshire (**Appendix 3**) and, as reported to Cabinet in March, it is the Government's intention to change the standard method before the plan is submitted. As local planning authority it is prudent, therefore, to consider the level of housing as part of the plan making process in the form of a range in anticipation of change.

10. In addition to the above, PPG considers when a local housing need figure higher than the standard method may be appropriate³. The 26 March Cabinet report considered this advice (paragraphs 19-22) and officers committed to reporting back on ongoing work.
11. That work is now complete and included at **Appendix 2**. It provides further information about the standard methodology, how it applies to Wiltshire and provides an example of how local evidence can influence housing distribution at the HMA level. It suggests that a figure for local housing needs could take into consideration longer term migration trends and the anticipated growth in the number of jobs within the county. The analysis suggests that, to support jobs in the county, the local housing need could rise to 45,600 homes for the period 2016-2036, which compares to the Core Strategy housing requirement of 42,000 homes for the period 2006-2026. The data is summarised in Table 1 below together with the 2017 SHMA figures.

³ Planning Practice Guidance ID 2a-010-20190220

Table 1: Estimates of Wiltshire’s Local Housing Need

	Wiltshire Core Strategy (2006-2026)	2017 SHMA (2016-2036)	Government Standard Method (2016-2036)	2019 SHMA review (2016-2036)
WILTSHIRE UA	42,000	44,000	40,840	45,600
CHIPPENHAM HMA	14,400	22,250	13,630	20,390
SALISBURY HMA	12,000	8,250	12,230	10,975
SWINDON HMA (part)	3,800	0	4,480	3,260
TROWBRIDGE HMA	11,800	13,500	10,500	10,995

* Figures may not add due to rounding

12. Evidence therefore suggests at this stage the Wiltshire Local Plan Review should consider and test a range of local housing needs from 40,840 to 45,600 homes for the period 2016 to 2036. At this stage this is not the local plan housing requirement. Subsequent stages of plan making will need to test alternative strategies to accommodate these needs and consider: deliverability, the need for flexibility, choice and contingency, as well as land availability, environmental constraints and infrastructure requirements. Only once this testing is complete can a local plan housing requirement be determined.
13. Given the uncertainty surrounding an appropriate local plan housing requirement for the period 2016-2036 it is proposed that a range of between 40,840 and 45,600 informs strategy development for the plan. In the first instance, testing the deliverability of the higher number in the range to provide contingency to respond to potential changes to the minimum local housing need over the next two years should be undertaken.

Disaggregating housing needs and employment land to HMAs

14. The NPPF requires that “*Strategic policy-making authorities should establish a housing requirement figure for their whole area, which shows the extent to which their identified housing need (and any needs that cannot be met within neighbouring areas) can be met over the plan period.*” (Paragraph 65).
15. As agreed at the March Cabinet, the revised HMAs identified at **Appendix 1** form the appropriate basis for disaggregating housing requirements within Wiltshire. The appropriate scale of housing to be tested in each HMA (at the higher end of the range) is set out in the final column provided in Table 1, above.
16. To understand the potential impact of this level of growth on the county it is important to first discount from the figure completions between 1 April 2016 to 31 March 2018, current commitments in the form of outstanding planning permissions and allocations in the development plan at 1 April

2018. At a Wiltshire level it is estimated that there would be a residual housing need to plan for of about 18,000 new homes based on the top end of the of the range of 45,600 homes for the period 2016-2036. It is anticipated at this stage that this level of new housing can be accommodated within the administrative boundary of Wiltshire.

Table 2: Estimate of Wiltshire’s Housing Land Supply, April 2018⁴

	Dwellings
Completions 2016-2018	5,752
Planning permissions (2018) ⁵	12,595
Plan allocations (2018) ⁶	9,220
TOTAL	27,565

17. In terms of employment land, the Swindon and Wiltshire Functional Economic Market Area Assessment (FEMAA) supported by the Wiltshire Employment Land Review 2017 forms the basis for disaggregating the need for employment land in the county. Table 3 below provides an estimate of the employment land need in each housing market area and provides an indication of the residual amount of land required to meet this. Figure 1 illustrates how the HMAs relate to the Functional Economic Market Areas.
18. At this stage in the plan process this is a quantitative assessment and assumes all current planning permissions and employment land allocations will be brought forward as employment land. The Employment Land Review 2017 also carried out a qualitative assessment of current employment sites which needs to be taken into account. The plan process will also need to consider the provision of choice in terms of location, size and type of employment land attractive to the market and land availability.

⁴ Data based on provisional information in the council’s monitoring system. Final figures will be confirmed on publication of the 2018 Housing Land Supply Statement

⁵ This includes sites with planning permission, permission in principle or prior approval and sites with resolutions to grant planning permission subject to a Section 106 agreement.

⁶ This includes saved Local Plan allocations (that have been reviewed and carried forward as part of the Wiltshire Core Strategy), Strategic Sites within the adopted Wiltshire Core Strategy, Site Allocations within the adopted Chippenham Site Allocations Plan (May 2017), Proposed Site Allocations within the emerging Wiltshire Housing Site Allocations Plan (Pre-submission Draft June 2017 as amended by Proposed Modifications September 2018), Made (i.e. Adopted) Neighbourhood Plan allocations, Emerging Neighbourhood Plan allocations (where the Neighbourhood Plan has reached the formal Regulation 16 consultation stage).

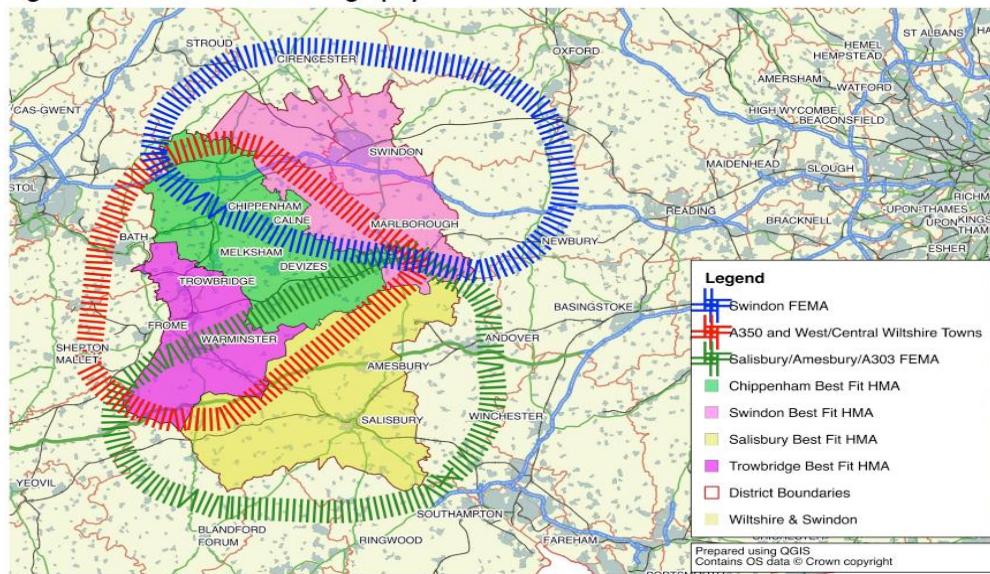
Table 3: Estimate of Wiltshire’s Employment Land Need, April 2018 (based on a roll forward of Wiltshire Core Strategy)

	FEMAA	Need (Ha.)	Residual * (Ha.)
WILTSHIRE		182	26
Chippenham HMA	A350/West Wiltshire FEMAA (part) and M4/Swindon FEMAA (part)	61	9
Salisbury HMA	A303/Salisbury FEMA	60	10
Swindon HMA (part)	M4/Swindon FEMAA (part)	11	6
Trowbridge HMA	A350/West Wiltshire FEMAA (part)	50	1

* Amount of land to be allocated once current commitments and completions since 2016 have been taken into account

Figure 1 Illustration of FEMAA geography and HMA geography

Figure 2.6 FEMA and HMA Geography



Disaggregating HMA needs to Principal Settlement, Market Towns and Rest of HMA (rural area)

- The starting point for the assessment for disaggregating HMA needs was to test a straightforward proportionate roll forward of the core strategy distribution. This has then been used as a basis for identifying alternative development strategies. Initial assessments were discussed at the workshops with parish councils and representatives of neighbourhood planning groups (Autumn 2018), which took into consideration the 2017 consultation (e.g. where it highlighted that an alternative to the core

strategy distribution is needed to respond to new issues and opportunities).

20. **Appendices 4 to 7** summarise the assessment methodology and proposed alternative development strategies for each HMA. They demonstrate how the HMA figures for housing and employment could be distributed at Principal Settlement, Market Town and rural area level for each HMA. The proposed alternative development strategies by HMA are summarised below, together with the initial findings of a Sustainability Appraisal that is being undertaken. **Appendix 8** provides a summary of the range of housing proposed to be tested in the alternative development strategies for each Principal Settlement, Market Town and rural part of a HMA.
21. In relation to the **Chippenham HMA** the recent review of housing need (referred to as the SHMA 2019 review (**Appendix 2**)) proposes a 45% increase in the number of homes compared to the Wiltshire Core Strategy - a significant increase.
22. Data from the Swindon and Wiltshire FEMAA and the Wiltshire Employment Land Review indicates that about 61 ha of available employment land is needed in the Chippenham HMA. Given the amount of employment land built since 2016, with planning permission or allocated in the development plan there is a residual to identify of about 9 hectares. The Employment Land Review also states:

“In the A350 FEMA there is sufficient availability of sites to meet overall demand during the first five-year period of the plan. However, over the full Local Plan period, demand and supply are finely balanced, so new allocations may be needed. There are strong drivers of growth in Chippenham in particular, which is attractive to the market and is a principal town in the Local Plan, so existing sites should be protected and new allocations considered here. There is also a strong case for new allocations in Melksham and Corsham.”⁷
23. The evidence indicates (**Appendix 4**) that Calne, Corsham, Devizes and Malmesbury have constraints which suggest that proportionately lower housing growth should be considered compared to rolling forward the core strategy. In contrast, there are economic prospects at Chippenham and Melksham where the potential for environmental harm is less. Taking into consideration these conclusions and the discussions that took place in the Chippenham HMA workshops it is proposed that the following development strategies for the Chippenham HMA should be tested further:

Chippenham Housing Market Area - Alternative Strategies
<i>Chippenham A (CH-A) - Roll forward the core strategy</i>

⁷ Section 7.2.1. in the [Employment Land Review 2017](#)

Housing and employment land requirements are increased by 45% and distributed pro-rata to roll forward the current strategy.

New employment allocations proposed only at Calne, Corsham and Melksham.

Chippenham B (CH-B) - Chippenham Expanded Community

More constrained settlements (Corsham, Calne, Devizes and Malmesbury) continue at Core Strategy rates of growth. Chippenham receives the balance (from about 6,500 homes in CH-A to about 10,000 homes).

New employment allocations proposed only at Chippenham and Calne.

Chippenham C (CH-C) - Melksham Focus

Housing requirements based on economic forecast for Melksham and follow a recent track record of sustained economic growth (for housing this means from about 3,000 homes in CH-A to about 4,000 homes). The strategy diverts the scale of new housing away from settlements that are more environmentally constrained or sensitive.

New employment land proposed only at Melksham and Corsham.

24. An initial Sustainability Appraisal suggests that strategy CH-A, roll forward of the core strategy is emerging as the least preferred option as it continues to direct growth at the more environmentally constrained towns. It also suggests that there are marginal differences between the strategies focused on Chippenham (CH-B) and Melksham (CH-C) as these enable reduced scales of growth at the more sensitive and environmentally constrained locations of Calne, Corsham, Devizes and Malmesbury.
25. Even though strategy CH-B is one of the more favoured strategy options at this stage, the scale of growth in this option poses a risk to biodiversity at Chippenham due to the likelihood of additional infrastructure development which may lead to habitat fragmentation.
26. In relation to the **Salisbury HMA**, the SHMA 2019 review suggests an overall reduction in the number of homes required within the HMA, which is 11% lower than that proposed in the Wiltshire Core Strategy. Much of the need for new homes in this HMA will be met by the current supply of identified land. This however may not be appropriate. For example, sites in the current land supply may have become unsuitable or the location of sites for housing may need to better match the strong housing demand in Salisbury which supports the local economy
27. Data from the Swindon and Wiltshire FEMAA and the Wiltshire Employment Land Review indicates that about 60 ha of available employment land is needed in the Salisbury HMA. Given the amount of employment land built since 2016, with planning permission or allocated in

the development plan there is a residual to identify of about 10 hectares. The Employment Land Review 2017 states:

“In the A303/Salisbury FEMA there is likely to be a shortfall of supply to meet forecast demand over the whole Local Plan period, although not during the first five years of this period. New allocations should be considered in and around Salisbury, which is a principal town in the Local Plan. If proposals to move businesses out of the Churchfields industrial area to allow residential development are pursued, then additional employment land allocations will be needed in and around Salisbury to accommodate these businesses.”⁸

28. The evidence indicates (**Appendix 5**) that Amesbury and Tidworth/Ludgershall should accommodate proportionately lower growth compared to rolling forward the core strategy. In contrast, there are economic prospects at Salisbury and in the rest of the HMA which suggest higher growth may be appropriate. These economic prospects were reflected in consultation responses and related to:
- (i) supporting the strong economic performance of business clusters in the area;
 - (ii) economic growth and growth in jobs is forecast to outpace population change raising concerns that local labour supply will be insufficient; and
 - (iii) net in-commuting to the area from elsewhere in the County.
29. Taking into consideration the conclusions emerging from the evidence, consultation and the discussions that took place at the Salisbury HMA workshop with town and parish councils, it is proposed that the following development strategies for the Salisbury HMA should be tested further:

Salisbury Housing Market Area - Alternative Strategies
<p><i>Salisbury A (SA-A) - Roll forward the core strategy</i></p> <p>Housing and employment land requirements are reduced by 11% and distributed pro-rata rolling forward the current strategy.</p> <p>New employment land proposed only at Salisbury/Wilton and Tidworth/Ludgershall.</p>
<p><i>Salisbury B (SA-B) - Focus on Salisbury</i></p> <p>Scales of housing development at Amesbury, Tidworth and Ludgershall are constrained to around current levels of commitments. The residual need is met at Salisbury (from about 5,000 homes in SA-A to about 6,000 homes).</p> <p>New employment land proposed only at Salisbury.</p>

⁸ Section 7.2.1. in the [Employment Land Review 2017](#)

Salisbury C (SA-C) - Focus on the rest of the HMA

Growth at Salisbury, Amesbury and Tidworth and Ludgershall constrained to around current levels of commitments. Remaining balance of housing needs focussed on the rural area.

For employment, the rest of the HMA accommodates growth which follows development trends for small scale employment growth in the rural parts of the HMA.

Salisbury D (SA-D) - Boscombe/Porton New Community

Housing at Salisbury, Amesbury and Tidworth/Ludgershall is constrained to current levels of commitments. Recognises that employment growth has taken place in the Boscombe and Porton area and directs housing growth to a new community related to this economic potential.

New employment land proposed only at Boscombe and/or Porton.

30. An initial Sustainability Appraisal suggests rolling forward the core strategy is the least preferred option (SA-A). It also suggests that, on balance, there is a marginal difference between the other strategy options although there are significant differences within the assessment. For example, the strategy which focuses on Salisbury (SA-B) raises concerns about landscape and heritage issues while the New Community option (SA-D) raises concerns about transport and resilient communities (education and health).
31. Co-operation with neighbouring authorities highlights a degree of overlap with housing markets in neighbouring areas in the south of the county, which may also need to be taken into consideration in the Salisbury HMA.
32. In relation to the **Swindon HMA** (Wiltshire part) the SHMA 2019 review proposed a 16% decrease in the number of homes compared to the Wiltshire Core Strategy. For the purpose of testing strategy options within the Swindon HMA, as set out in paragraph 6, it is assumed that the area will not accommodate any of Swindon's local housing need. Regardless of this position, as an allowance was made in the core strategy for housing at West of Swindon (Core Policy 2, Wiltshire Core Strategy) this location is included in the discussion of strategy options for testing at this stage.
33. Data from the Swindon and Wiltshire FEMAA and the Wiltshire Employment Land Review indicates that about 11 ha of available employment land is needed in the Swindon (Wiltshire part) HMA. Given the amount of employment land built since 2016, with planning permission or allocated in the development plan there is a residual to identify of about 6 hectares. The Employment Land Review 2017 states:

“There is an immediate need for new allocations in the Wiltshire part of the M4/Swindon (Wiltshire) FEMA. Within the current five-year period there is a forecast under-supply of around 4 Ha of employment land in this FEMA. Over the full Local Plan period there is a forecast shortfall of up to 8 Ha. Marlborough currently does not have any employment land available. Allocation of a site to allow for replacement and growth here would be helpful.”⁹

34. The evidence indicates (**Appendix 6**) that Marlborough has constraints which suggests that proportionately lower housing growth should be considered compared to rolling forward the core strategy. In contrast, the need for infrastructure investment and affordable housing suggest potential for a higher rate of growth at Royal Wootton Bassett. It would also, however, be appropriate to test how appropriate it would be for the town to undergo a period of consolidation. Evidence also suggests that house building rates in the rest of the HMA have been higher than anticipated in the core strategy. Based on work undertaken by Swindon Borough Council, as referred to in paragraph 6, the evidence currently indicates that there is no need to plan to meet Swindon Borough’s housing needs at West of Swindon, as such this has not been rolled forward in strategy options other than that for the roll forward of the core strategy. However, it is not clear at this stage whether there will be the need to accommodate employment growth at Swindon within Wiltshire.
35. Taking into consideration these conclusions and the discussions that took place at the Swindon HMA workshops with town and parish councils it is proposed that the following development strategies for the Swindon HMA (Wiltshire part) should be tested further:

Swindon Housing Market Area (Wiltshire part) - Alternative Strategies
<p><i>Swindon A (SW-A) - Roll forward the core strategy</i></p> <p>Housing and employment land requirements are reduced by 16% and distributed pro-rata rolling forward the current strategy.</p>
<p><i>Swindon B (SW-B) - Focus on Royal Wootton Bassett</i></p> <p>Development is constrained at Marlborough to current commitments. No further development beyond existing commitments west of Swindon. The balance is focussed on Royal Wootton Bassett (from about 900 homes in SW-A to about 1,300 homes).</p> <p>New employment land proposed only at Royal Wootton Bassett.</p>
<p><i>Swindon C (SW-C) - Focus on the rest of the HMA</i></p> <p>Growth in the rural area is set to levels achieved 2006-2016. Development is constrained at Marlborough to current commitments and</p>

⁹ Section 7.2.1. in the [Employment Land Review 2017](#)

reduced at Royal Wootton Bassett. No further development beyond existing commitments west of Swindon.

New employment land only proposed at Marlborough and rest of the HMA.

36. An initial Sustainability Appraisal suggests the option which focuses growth on the rest of the HMA (SW-C) is least preferred with concerns relating to dispersed landscape, heritage and transport impacts. A focus on Royal Wootton Bassett (SW-B) is the emerging preferred option although concerns in relation to resilient communities (education and health) remain. Affordability and need for jobs remain concerns in relation to Marlborough in options SW-A and SW-B.
37. In relation to the **Trowbridge HMA** the SHMA 2019 review proposes a 4% decrease in the number of homes compared to the Wiltshire Core Strategy.
38. Data from the Swindon and Wiltshire FEMAA and the Wiltshire Employment Land Review indicates that about 50 ha of available employment land is needed in the Trowbridge HMA. Given the amount of employment land built since 2016, with planning permission or allocated in the development plan there is a residual to identify of about 1 hectare. The Employment Land Review 2017 notes (at paragraph 7.4) that the Council should look to allocate more employment land at Trowbridge. The Employment Land Review scenarios vary as to the demand for new premises, but the study notes there may be a lack of demand because supply is not materialising at the town. This will need further consideration through plan making. The Employment Land Review notes the recent activity at Hawkeridge Business Park, Westbury.
39. The evidence indicates (**Appendix 6**) that Bradford on Avon, Trowbridge and Warminster have constraints which suggest proportionately lower growth should be considered compared to rolling forward the core strategy. In contrast, there are economic prospects at Westbury where the potential for environmental harm is less. Evidence also suggests that house building rates in the rest of the HMA have been higher than anticipated in the core strategy. Taking into consideration these conclusions and the discussions that took place at the Trowbridge HMA workshops with town and parish councils it is therefore proposed that the following development strategies for the Trowbridge HMA should be tested further:

Trowbridge Housing Market Area - Alternative Strategies

Trowbridge A (TR-A) - Roll forward the core strategy

Housing and employment land requirements are decreased by 4% and distributed pro-rata rolling forward the current strategy.

Trowbridge B (TR-B) - Westbury Growth Point

Housing requirements for Westbury are led by employment forecasts (from about 1230 to about 2100 homes). Consequential reductions to reflect existing commitments are focussed on Bradford on Avon and Trowbridge.

New employment land proposed only at Westbury.

Trowbridge C (TR-C) - Focus on the rest of the HMA

Housing requirements for the rest of the HMA are aligned to actual rates of past house building (from about 640 to about 1200 homes). Housing requirements are lower than TR-A at Trowbridge and Bradford on Avon as a result.

New employment land proposed only in the rest of the HMA.

40. The initial Sustainability Appraisal suggests significant adverse effects for all strategies in relation to biodiversity and healthy and inclusive communities. However, a focus on the rest of the HMA (TR-C) is emerging as the least preferred option with concerns relating to landscape and transport impacts and the ability to deliver affordable housing. On balance there are marginal differences between rolling forward the core strategy (TR-A) and Westbury Growth Point (TR-B) although concerns remain in relation to air quality, flood risk and settlement resilience in relation to Westbury Growth Point (TR-B).
41. The initial Sustainability Appraisal suggests that an alternative strategy which facilitates a reduced scale of growth at the more sensitive and environmentally constrained locations of Bradford on Avon and Warminster (as per TR-3) and a reduction at Trowbridge (as per TR-2) may be appropriate. Nevertheless, the alternative strategies promoted are a reasonable basis for further testing and one of the outcomes could be a new alternative strategy being identified.

Next Steps

42. Subject to approval of the proposals in this report, the next steps will be:
 - (i) Assessment of Alternative Development Strategies: The Alternative Development Strategies will be subject to further testing through sustainability appraisal, transport assessments and discussions with service and infrastructure providers.
 - (ii) Informal consultation: Informal consultation, similar to that which took place between October and November 2018 with town and parish councils and representatives of neighbourhood plan groups, will be repeated to discuss in more detail site options.

- (iii) Developer Forum: Delivery of the allocations in any plan is essential. Meeting with site promoters and agents is an important part of understanding how and when sites could be brought forward. A developer forum is proposed to discuss site availability, delivery and viability issues. This will also provide the opportunity for the development industry to comment on the Alternative Development Strategies.
- 43. All the above actions relate to the review and roll forward of the development strategy within the local plan. A parallel piece of work is ongoing in relation to a review of the core policies and saved policies which form part of the development plan. The consultation undertaken in 2017 sought views on existing saved policies and core policies and their continued compliance with national policy¹⁰.
- 44. The informal consultation that took place with local members, parish councils and representatives of neighbourhood plan groups in 2018 included two rural workshops where current policy for the rural areas was discussed in the light of the NPPF 2018. The outcome of these workshops and the responses received during the November 2017 consultation continue to inform the review of policies.

Overview and Scrutiny Engagement

- 45. There has been no overview and scrutiny engagement at this stage.
- 46. The approach to creating alternative development strategies for assessment as part of the local plan review process has been discussed with members of the Swindon and Wiltshire Joint Working Group, a forum for informal discussion established to facilitate joint working.

Safeguarding Implications

- 47. There are no safeguarding implications arising from the proposal

Public Health Implications

- 48. Planning for sustainable development can meet the employment, housing and infrastructure needs of communities. This helps to support the health and wellbeing of the Wiltshire population.
- 49. The environment in which we live can have both positive and negative impacts on our lifestyles. The provision of appropriate infrastructure and effective urban design can support council strategies that aspire to improve public health, such as the Wiltshire Obesity strategy. Effective infrastructure for existing and new developments can support healthy choices by encourage walking and cycling as means of active travel.

¹⁰ Wiltshire Local Plan Review Consultation Paper November 2017 available at <http://www.wiltshire.gov.uk/spp-wlpr-2017-11-consultation-paper.pdf>

50. Maintaining up-to-date policy for Wiltshire supports the timely delivery of social infrastructure to improve the resilience of our communities. There are on going discussions to improve how development management policies in the local plan can continue to support the health and well-being of Wiltshire's communities.

Procurement Implications

51. The proposals have no direct procurement implications in themselves. However, to gather appropriate evidence for the Wiltshire Local Plan Review and support plan making further procurement will be necessary. For example, commissioning a Strategic Flood Risk Assessment to inform strategy development, site selection and policy development. New evidence requirements will be undertaken in accordance with procurement and contracting Regulations and in consultation with Strategic Procurement.

Equalities Impact of the Proposal

52. The purpose of maintaining up to date planning policies in Wiltshire is to ensure growth and development in the County is positively managed. The consultation processes and community involvement embedded in plan preparation in accordance with the Wiltshire Statement of Community Involvement ensures that everyone has an opportunity to inform the review of the local plan.
53. When the plan is submitted to the Secretary of State for examination it will be accompanied by an Equality Impact Assessment undertaken as part of the review of the local plan to ensure the Council discharges its duties under the Equality Act 2010

Environmental and Climate Change Considerations

54. The Wiltshire Local Plan relates to the development and use of land and will have implications for the physical, economic and social environment of Wiltshire. Sustainability Appraisal, incorporating Strategic Environmental Assessment and Habitats Regulations Assessment, will be undertaken as part of the local plan review to ensure that negative environmental impacts are avoided or mitigated, and policies and proposals deliver development in a sustainable manner.
55. The process of plan making incorporating Sustainability Appraisal will take into consideration both the current position and predicted future considerations in relation to the local environment, for example, in relation to climate change and flood risk and in relation to future traffic growth.
56. The draft Wiltshire Sustainability Appraisal (SA) Scoping Report was consulted on as part of the Regulation 18 consultation last year. The SA Scoping Report has been amended in the light of comments received and is available on the council's web site (<http://www.wiltshire.gov.uk/planning-policy-local-plan-review>). This has been used to make an initial

assessment of the proposed alternative development strategies discussed above.

57. Through the preparation of local plan policies including those that guide development management decisions consideration will be given to climate change issues. The review will take into consideration the outcome of work being undertaken by a task group of the Overview and Scrutiny Management Committee of 19 March 2019 which was requested to be formed by the Environment Select Committee of 23 April 2019.

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

58. It is important that Wiltshire continues to maintain up-to-date policy to ensure that plan-led growth, that best meets the needs of Wiltshire, can be delivered. Failing to do so would increase the risk that growth would occur piecemeal, be speculative by developers rather than as planned. The NPPF 2019 set out the clear expectation that plans should be reviewed every 5 years.
59. The NPPF sets out the 'presumption in favour of sustainable development' and states that where plans are out of date, silent or indeterminate, then permission should be granted. In addition, it requires a five-year land supply to be maintained and sufficient housing land to be identified. Moving forward now on the basis outlined above should maintain progress on the review of the local plan and ensure the supply of housing is maintained beyond 2026, reducing the risk of non-plan led development in the longer term.

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

60. There remains a risk that the Government issue new advice on how the standard methodology will be calculated before the plan is submitted to the Secretary of State for Examination. Ultimately, the process will need to retain some flexibility to respond to any changes in the national policy approach. This is also a risk for Swindon Borough Council. The recent review of the SHMA as reported above to assess local housing need in Wiltshire was part of managing these risks.
61. The Wiltshire Housing Site Allocations Plan (WHSAP) is currently at Examination. The plan and its evidence are being examined in accordance with the NPPF 2012 in accordance with the transitional arrangements outlined in the updated NPPF. This is following a separate process however some confusion may arise in relation to the role and purpose of WHSAP compared to that of the Local Plan Review.
62. Other risks include:
 - (i) Unrealistic expectations arising from introducing a discussion of new communities. Such large-scale proposals take time to bring to fruition and

do not necessarily remove the need to deliver shorter term developments to maintain the five-year housing land supply and meet the Government's housing delivery test.

- (ii) The involvement of local communities earlier in the process to inform the discussion about scales of growth and sites at places is most definitely a benefit. However, this could raise the expectation that the plan will be community led. In seeking to be in accordance with national policy and deliver the plan's strategic objectives for the county difficult decisions may need to be made which do not reflect the communities' aspirations. This is the role of the local planning authority.

- 63. There is also a risk of misinformation in this period of plan development. These risks will be managed through clear and timely communications both within and outside the organisation to explain the process of plan making. This will include specific events with local members, town and parish councils and representatives of neighbourhood plan steering groups to continue the discussion about sites and the appropriate levels of development at specific towns begun last Autumn.
- 64. Discussions will also take place with neighbouring authorities, service and infrastructure providers and the development industry to manage future risks and uncertainties; ensuring they are appropriately engaged in the Local Plan Review.

Financial Implications

- 65. The 2019/2020 budgets for the Economic Development and Planning Service will meet financial implications of continuing with the review of the local plan. New evidence will be required to support the evolving plan in the financial year 2020/21, as well as expenses relating to consultation and examination costs.
- 66. Acquiring additional evidence will involve commissioning work from external sources due to the technical expertise required or internal resourcing, for example, traffic modelling and assessment. Economies of scales suggest some additional evidence could be jointly commissioned with Swindon Borough Council, but this will be decided on a project by project basis. Other evidence may be prepared using 'in-house' resources of the Councils, for example, the Strategic Housing and Employment Land Availability Assessment.
- 67. Adoption of the Wiltshire Local Plan will help bring forward new sites for housing, thereby enabling the Council to benefit from revenue and capital associated with the delivery of new homes including contributing to the Council's Council Tax base.

Legal Implications

- 68. In accordance with the Planning and Compulsory Purchase Act 2004 (as amended), the Council has a statutory duty to prepare planning policy, which has been reinforced through the NPPF and the Localism Act 2011.

69. The Council has a statutory duty to engage with local communities and other stakeholders during plan preparation in accordance with its Statement of Community Involvement. The consultation in 2017 was part of ongoing discussions on the scope of the local plan under Regulation 18 Town and Country Planning (Local Planning) (England) Regulations 2012. The informal engagement recently undertaken with local members, town and parish councils and representatives of neighbourhood plan steering groups in 2018 referred to in this report and the proposed further consultation with the same stakeholders continues to be part of the Regulation 18 Town engagement.
70. Furthermore, Section 110 of the Localism Act 2011 introduces a 'Duty to Cooperate' in relation to planning for sustainable development (as a new section 33A into the Planning and Compulsory Purchase Act 2004). This requires Wiltshire Council to engage constructively, actively and on an on-going basis to maximise planning on strategic cross boundary issues. Such engagement will be embedded in the plan making process and will inform policy development.
71. Once adopted, the Wiltshire Local Plan and Wiltshire Housing Site Allocations Plan will form part of the statutory development plan for the area and be used as such for determining relevant planning applications across Wiltshire.

Options Considered

72. The options open to the Council are limited as Wiltshire Council is required to maintain up-to-date planning policies within the county which are compliant with national planning policy. To review the plan against out of date policy would result in a document that would fail the tests of soundness outlined at paragraph 35 of the NPPF 2019.
73. The process for identifying alternative development strategies to deliver new development in Wiltshire includes consideration of options for growth. It is embedded in the local plan process and will help to identify the most appropriate strategy for Wiltshire. Further stages in plan preparation will assess different site options at individual places as part of the Sustainability Appraisal (referred to above).

Conclusion

74. In line with national policy it is important to adopt a flexible approach to calculating the plan's housing requirement based on a local assessment of housing need using the standard methodology as a starting point. It is considered that a range of housing needs should be considered in the first instance and as a basis to test and inform a final local plan housing requirement.
75. The proposed reasonable alternative development strategies for the distribution of growth in Wiltshire forms the basis for this testing. Judgements have been made to create these, which have been informed

by evidence and consultation. To not consider reasonable alternative approaches to growth within Wiltshire and rely on the same distribution strategy as included within the Wiltshire Core Strategy would ignore any changes of circumstances that have taken place at individual settlements and compromise the Council's ability to deliver sustainable growth.

Alistair Cunningham
Executive Director for Growth, Investment and Place

Report Authors:

Georgina Clampitt-Dix
Head of Spatial Planning
Email: georgina.clampitt-dix@wiltshire.gov.uk
Tel: 01225 713472

Carolyn Gibson
Spatial Planning Manager
Email: carolyn.gibson@wiltshire.gov.uk
Tel: 01225 718452

17 April 2019

Appendices

Appendix 1: Map of Housing Market Areas

Appendix 2: Swindon and Wiltshire Local Housing Needs Assessment, April 2019

Appendix 3: Standard Methodology: Key Variables

Appendix 4: Chippenham Housing Market Area: Assessment Summary

Appendix 5: Salisbury Housing Market Area: Assessment Summary

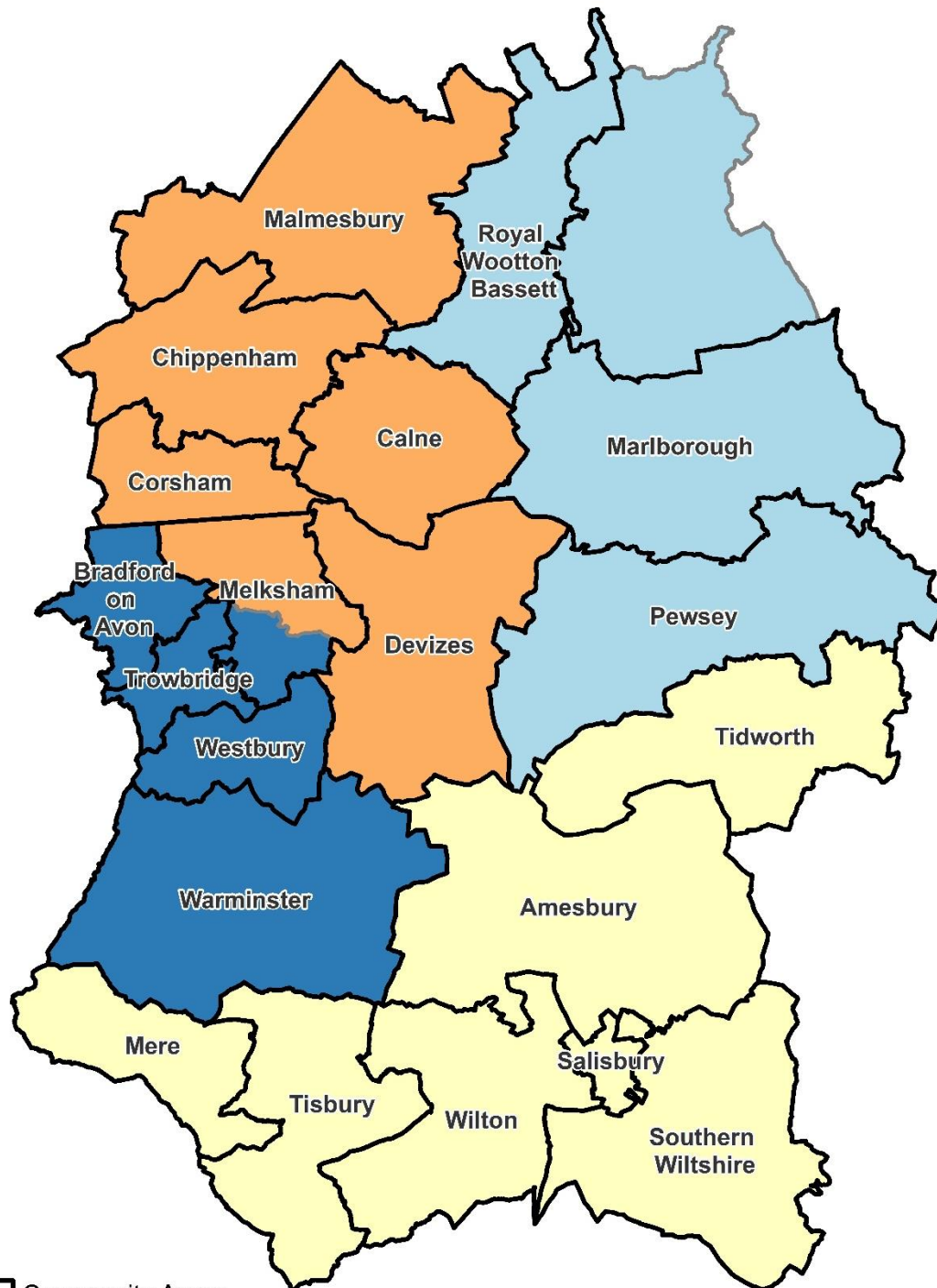
Appendix 6: Swindon Housing Market Area Assessment (Wiltshire part): Assessment Summary

Appendix 7: Trowbridge Housing Market Area Assessment: Assessment Summary

Appendix 8: Alternative Development Strategies – Range of additional dwellings to be tested

Background Papers None

Appendix 1: Map Housing Market Areas, approved 26 March 2019



- Community Areas
- Chippenham HMA
- Salisbury HMA
- Swindon HMA
- Trowbridge HMA

© Crown Copyright and database rights 2019 Ordnance Survey 100049050

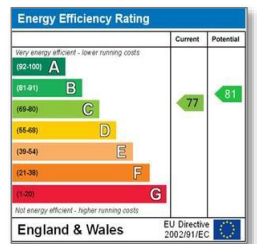
This page is intentionally left blank



Swindon Borough Council & Wiltshire Council Local Housing Needs Assessment 2019

Report of Findings

April 2019





Opinion Research Services | The Strand, Swansea SA1 1AF
Jonathan Lee | Nigel Moore | Trevor Baker
Scott Lawrence | Hugo Marchant | Karen Jenkins
enquiries: 01792 535300 · info@ors.org.uk · www.ors.org.uk

© Copyright April 2019

The below copyrights acknowledge the open source data that is provided by the respective bodies, and is used throughout this document

Contains Ordnance Survey data © Crown copyright and database right 2019

Contains Royal Mail data © Royal Mail copyright and database right 2019

Contains National Statistics data © Crown copyright and database right 2019

Contains public sector information licensed under the Open Government Licence v3.0

Table of Contents

1. Introducing the Study	4
Background to the project and wider policy context	
Introduction.....	4
Government Policy	5
The Standard Method for Local Housing Need Assessment	6
Changes to the Standard Method	7
Assessing Housing Needs.....	11
Duty to Co-operate	11
2. Local Housing Need	14
Establishing the Minimum Local Housing Need figure	
Local Housing Need based on standard methodology.....	14
Disaggregating the minimum Local Housing Need figure	16
3. Housing Market Areas	17
Establishing the distribution of Local Housing Need	
Functional Housing Market Areas	17
Malmesbury.....	19
Melksham	20
Mere	20
Pewsey	20
“Best Fit” Housing Market Areas.....	21
Establishing LHN by Housing Market Area	22
4. Jobs and Workers	24
Alignment of Future Jobs Growth with Resident Workers	
Considering the basis for Adjusting the Local Housing Need.....	24
Economically Active Population	25
Future Jobs Growth	27
Aligning Future Jobs and Workers.....	29
Conclusions.....	30
Appendix A	31
Table of figures	

1. Introducing the Study

Background to the project and wider policy context

Introduction

- 1.1 Opinion Research Services (ORS) was commissioned by Wiltshire Council and Swindon Borough Council to prepare a Local Housing Needs Assessment (LHNA) to identify the minimum Local Housing Need (LHN) for the local planning authority areas using the standard method set out in Planning Practice Guidance (PPG); and to establish the distribution between the Housing Market Areas (HMAs) within the combined area. The study also considers the possible justification for any increase to the minimum LHN figure for plan-making purposes. This LHNA adheres to the requirements of the new National Planning Policy Framework (NPPF) published in July 2018 (and updated in February 2019) and the associated Planning Practice Guidance (PPG), in particular the section on housing and economic needs assessment.
- 1.2 This study updates the previous Swindon and Wiltshire Strategic Housing Market Assessment (SHMA) prepared by ORS and published in June 2017. This concluded an overall housing need of 73,000 dwellings for the combined area over the 20-year period 2016-36. Work for the 2017 SHMA was undertaken between 2015 and 2016 and the analysis was informed by the 2012-based household and population projections, which was the most up-to-date data available at the time that the analysis was prepared.
- 1.3 Since the publication of the 2017 SHMA report, there have been significant changes to Government policy and new data has also been published. Analysis within the 2017 SHMA will continue to provide useful evidence as much of the data relates to structural trends (such as an aging population) which are likely to continue; however, it is now appropriate to review the Housing Need for Swindon Borough and Wiltshire based on more up-to-date evidence using analysis that reflects current national policy.
- 1.4 This LHNA considers how Local Housing Needs relate to the needs of different Housing Market Areas and considers the relationship between the minimum LHN (based on the standard method set out in PPG) and the forecast employment growth that was identified by the 2017 Economic Development Needs Assessment (EDNA) for Swindon and Wiltshire that was prepared by Hardisty Jones Associates (HJA). The analysis identifies how the employment growth that was identified by that study might influence the scale and distribution of housing growth that the Councils plan for the study area, considering the possible justification for increasing the housing requirement beyond the minimum LHN.

Government Policy

- 1.5 The Government published the National Policy Planning Framework (the Original NPPF) in 2012. This set out the planning policies for England and how these were expected to be applied.
- 1.6 The Original NPPF had a presumption in favour of sustainable development, and paragraph 47 stated that Local Plans should meet *“the full, objectively assessed needs for market and affordable housing in the housing market area”*. The responsibility for establishing housing need rested with the local planning authority and Paragraph 159 of the Original NPPF set out that they *“should prepare a Strategic Housing Market Assessment to assess their full housing needs, working with neighbouring authorities where housing market areas cross administrative boundaries”*.
- 1.7 A revised version of the National Policy Planning Framework (the Revised NPPF) was published in July 2018. Whilst the Revised NPPF maintains the underlying theme of sustainable development, several significant changes have been introduced in relation to identifying and meeting housing needs. The Revised NPPF was updated in February 2019 to incorporate a number of detailed changes following a technical consultation. Whilst most of the changes appear relatively minor, they may have a substantial impact on identifying and meeting housing needs in some areas. The results of the consultation were summarised in the document *“Government response to the technical consultation on updates to national planning policy and guidance”*.
- 1.8 Under the Revised NPPF, local planning authorities are still responsible for assessing their local housing needs; however, Paragraph 60 identifies that *“strategic policies should be informed by a local housing need assessment, conducted using the standard method in national planning guidance – unless exceptional circumstances justify an alternative approach”*. This represents a significant change, as the standard method sets out a formulaic approach to determine the minimum Local Housing Need (LHN) figure and prescribes the use of specific data for the calculation. Therefore, whilst the responsibility for establishing housing need continues to rest with the local planning authority, this is now constrained to a minimum figure that is determined centrally by the Government.
- 1.9 Local planning authorities no longer have to prepare a Strategic Housing Market Assessment (SHMA) for the Housing Market Area (HMA), but they are now expected to produce a Local Housing Need Assessment (LHNA) for their local area in order to assess the size, type and tenure of housing needed for different groups in the community.
- 1.10 This focus on local area has led to a change in the Duty to Cooperate, where neighbouring authorities now have to produce Statements of Common Ground. Whilst HMAs are no longer mentioned explicitly in the Revised NPPF, Paragraph 60 identifies that *“any needs that cannot be met within neighbouring areas should also be taken into account in establishing the amount of housing to be planned for”*; and PPG identifies that HMAs are still one of the factors which must be considered when determining the relevant cross-boundary areas for plan-making [ID 61-010-20180913].
- 1.11 The Revised NPPF has also introduced a new definition for affordable housing. Whilst the Original NPPF identified in the Glossary at Annex 2 that affordable housing should be provided for households *“whose needs are not met by the market”*, the Revised NPPF adds that this includes *“housing that provides a subsidised route to home ownership and/or is for essential local workers”*. This has led to a specific change in the Planning Practice Guidance (PPG) for assessing affordable housing need.
- 1.12 Under the Original NPPF, the need for affordable housing was based on those who could not afford to either buy or rent in the market – so households able to afford market rent would not be counted as part of the

affordable housing need, even if they could not afford homeownership. However, the latest PPG states that assessments must now include the needs of “those that cannot afford their own homes, either to rent, or to own, where that is their aspiration” [ID 2a-020-20190220]. On this basis, the needs of households able to afford market rent who aspire to but are unable to afford homeownership must now be counted.

The Standard Method for Local Housing Need Assessment

- ^{1.13} The Original NPPF and associated PPG set out a methodology for establishing an Objectively Assessed Need for housing in a defined HMA. This methodology required that “Household projections published by the Department for Communities and Local Government should provide the starting point estimate of overall housing need”, but allowed for adjustment based on local factors: “The household projection-based estimate of housing need may require adjustment to reflect factors affecting local demography and household formation rates which are not captured in past trends.” Adjustments could therefore be made if there were concerns around the quality of local data (e.g. inaccurate migration estimates), along with evidence-based judgements on other need adjustments such as market signals uplift and alignment of jobs and workers based on local circumstances.
- ^{1.14} On 14 September 2017, the Department of Communities and Local Government (CLG) published a consultation on potential revisions to the NPPF, including a standardised methodology for calculating the Local Housing Needs (LHN). This included a number of key proposals.

- » The starting point for calculating the LHN for any area should be the most up to date household projections published by CLG;
- » While, deviation from this starting point can be considered, the consultation proposals note that; There should be very limited grounds for adopting an alternative method which results in a lower need; and
- » The household projections published by CLG should be uplifted by a fixed affordability relationship based upon the ratio of house prices to earnings. The maximum uplift for a local authority area will be 40% above its CLG household projections or current Local plan housing target.

- ^{1.15} CLG produced a spreadsheet of indicative housing needs figures which covered every local authority area in England based on the most up to date data at the time, the 2014 based household projections.
- ^{1.16} The Revised NPPF confirms that planning authorities should use the standard methodology for plan-making, though alternative methodologies which result in a higher housing need figure may still be deemed appropriate. Therefore, the standard method identifies the minimum number of homes expected to be planned for. It does not produce a housing requirement figure. The LHN figure represents a minimum overall housing need, but local authorities can consider a higher figure for plan making if, for example, this reflects growth potential, or unmet need from elsewhere.

1.17 This is confirmed by the PPG on housing and economic needs assessment, which states:

When might it be appropriate to plan for a higher housing need figure than the standard method indicates?

The government is committed to ensuring that more homes are built and supports ambitious authorities who want to plan for growth. The standard method for assessing local housing need provides a minimum starting point in determining the number of homes needed in an area. It does not attempt to predict the impact that future government policies, changing economic circumstances or other factors might have on demographic behaviour. Therefore there will be circumstances where it is appropriate to consider whether actual housing need is higher than the standard method indicates.

This will need to be assessed prior to, and separate from, considering how much of the overall need can be accommodated (and then translated into a housing requirement figure for the strategic policies in the plan). Circumstances where this may be appropriate include, but are not limited to situations where increases in housing need are likely to exceed past trends because of:

- » *growth strategies for the area that are likely to be deliverable, for example where funding is in place to promote and facilitate additional growth (e.g. Housing Deals);*
- » *strategic infrastructure improvements that are likely to drive an increase in the homes needed locally; or*
- » *an authority agreeing to take on unmet need from neighbouring authorities, as set out in a statement of common ground;*

There may, occasionally, also be situations where previous levels of housing delivery in an area, or previous assessments of need (such as a recently-produced Strategic Housing Market Assessment) are significantly greater than the outcome from the standard method. Authorities will need to take this into account when considering whether it is appropriate to plan for a higher level of need than the standard model suggests.

Paragraph: 010 Reference ID: 2a-010-20190220

1.18 PPG also suggests that local planning authorities will need to calculate their local housing need figure at the start of the plan-making process but that this number should be kept under review and revised where appropriate.

1.19 The housing need figure may change as the inputs are variable and this should be taken into consideration. It may therefore be prudent to consider a number that is higher than the minimum LHN to provide a buffer against possible future changes when testing different alternatives while reviewing local plans.

Changes to the Standard Method

1.20 Since the publication of the figures in September 2017 a range of new data has been released which allows for the calculation to be updated. This includes:

- » New affordability data released in March 2018;
- » New 2016-based sub-national population projections (SNPP) released in May 2018;
- » A new methodology for calculating household projections released by the Office for National Statistics in June 2018; and
- » New 2016-based household projections released in September 2018.

- 1.21 The national housing need produced using these new data is lower than previous estimates, falling short of the Governments stated 300,000 dwelling per year target. As a consequence, the Ministry for Housing, Communities and Local Government (MHCLG) consulted on changes to the standard method approach, and on 26 October 2018 published “Technical consultation on updates to national planning policy and guidance October 2018”.
- 1.22 At paragraph 19 of the document, MHCLG set out their planned changes to the standard method, explicitly stating that the lower housing numbers that are derived from application of the standard method to the ONS produced 2016-based household projections should not be used, and that these do not qualify as an exceptional circumstance to warrant deviation from the standard method outputs using the CLG 2014-based projections:

19. The Government considers that the best way of responding to the new ONS household projections and delivering on the three principles in paragraph 18 above is to make three changes:

- » *1. For the short-term, to specify that the 2014-based data will provide the demographic baseline for assessment of local housing need.*
- » *2. To make clear in national planning practice guidance that lower numbers through the 2016-based projections do not qualify as an exceptional circumstance that justifies a departure from the standard methodology; and*
- » *3. In the longer term, to review the formula with a view to establishing a new method that meets the principles in paragraph 18 above by the time the next projections are issued.*

- 1.23 Following on from this general context, the consultation asked the following specific questions:

Question 1

Do you agree that planning practice guidance should be amended to specify that 2014- based projections will provide the demographic baseline for the standard method for a time limited period?

Question 2

Do you agree with the proposed approach to not allowing 2016-based household projections to be used as a reason to justify lower housing need?

- 1.24 After considering the consultation responses received, the “Government response to the technical consultation on updates to national planning policy and guidance” was published on 19 February 2019.
- 1.25 Despite a majority of consultees disagreeing with the proposal at Question 1, the Government still considers that its proposed approach is the most appropriate in the short-term.

Government response to Question 1

Having taken the responses into account, the Government considers that its proposed approach to providing the demographic baseline for the standard method is the most appropriate approach for providing stability and certainty to the planning system in the short-term. This decision has been taken in the context that the standard method does not represent a mandatory target for local authorities to plan for, but the starting point for the planning process. Local planning authorities may decide that exceptional circumstances justify the use of an alternative method, but they will need to identify these reasons and can expect them to be tested by the Planning Inspectorate during the examination of their plans. Local authorities may also not be able to meet their identified housing need in full, for example because of land constraints (such as Green Belt) in their area and it may be that need is better met elsewhere. The proposed approach does not change this.

- 1.26 On this basis, it would appear that any deviation from the standard methodology should only be considered if exceptional circumstances can be demonstrated. Nevertheless, the revisions to PPG [ID 2a-015-20190220] clarify that an alternative approach that identifies a need higher than using the standard method will be considered sound, providing that it adequately reflects current and future demographic trends and market signals, given that it will have exceeded the minimum starting point. It is only where a figure that is lower than that identified using the standard method will need to be justified through exceptional local circumstances.
- 1.27 The Government’s response goes on to say:

Over the next 18 months we will review the formula and the way it is set using National Statistics data with a view to establish a new approach that balances the need for clarity, simplicity and transparency for local communities with the Government’s aspirations for the housing market.

A key consideration of the standard method is to provide a degree of continuity between assessments of housing need over time. The changes to underlying assumptions in the population projections and methodological improvements to the household projections had led to significant variations in housing need at a local level, something that needs addressing in the short term.

- 1.28 The end of the 18-month period that the Government cites (August 2020) will be shortly after the release of the 2018-based Sub National Population Projections which are likely to be published in May 2020, and likely to coincide with the publication of the associated 2018-based Household Projections.¹

¹ National population projections are published every two years, with the 2018-based projections expected to be released around October 2019. Sub National Population Projections usually follow approximately 6 months later, and household projections later that same year. The 2016-based SNPP was released in May 2018, and the 2016-based household projections were released in September 2018.

- 1.29 The Government has made it clear that it does not doubt the accuracy of the ONS 2016-based projections, as stated in the consultation: *“the Government is clear that this does not mean that it doubts the methodological basis of the 2016-based household projections.”* (again from the Question 1 response).
- 1.30 However, in its response to Question 2, the Government has made it clear that the existence of the lower 2016-based projections is not a justification for a lower local housing need assessment, despite further disagreement from respondents to the consultation.

Government response to Question 2

Taking into account these responses, the Government continues to think that the 2016-based household projections should not be used as a reason to justify lower housing need. We understand respondents' concerns about not using the latest evidence, but for the reasons set out in the consultation document we consider the consultation proposals to be the most appropriate approach in the short-term. We are specifying in planning guidance that using the 2016-based household projections will not be considered to be an exceptional circumstance that justifies identifying minimum need levels lower than those identified by the standard method.

- 1.31 It seems likely that the concerns about not using the latest evidence will ultimately be tested in the courts. Whilst there are some uncertainties about the new method for calculating household formation that ONS has introduced for the 2016-based household projections, the 2016-based sub national population projections are based on a method that is largely consistent with that used for the 2014-based population projection but using more up-to-date data and based on improved mid-year population estimates. As part of the 2016-based household projections publication, the ONS included an output which applied the previous CLG 2014-based household formation rates to the new 2016-based population projection (variant output 2) which provides up-to-date figures using the previous method.
- 1.32 It is also notable that the ONS intends to publish variant outputs for the 2016-based sub-national population projections in April 2019, and has recently consulted users on possible variants to the household projections. It seems likely that comparable variant scenarios will be included as part of the 2018-based projections which will enable the Government to propose an alternative scenario when the standard method is fully revised.

Assessing Housing Needs

- 1.33 The Revised NPPF no longer requires local planning authorities to produce an SHMA to establish housing need for HMAs, but instead requires local planning authorities:

60. To determine the minimum number of homes needed, strategic policies should be informed by a local housing need assessment, conducted using the standard method in national planning guidance – unless exceptional circumstances justify an alternative approach which also reflects current and future demographic trends and market signals. In addition to the local housing need figure, any needs that cannot be met within neighbouring areas should also be taken into account in establishing the amount of housing to be planned for.

61. Within this context, the size, type and tenure of housing needed for different groups in the community should be assessed and reflected in planning policies (including, but not limited to, those who require affordable housing, families with children, older people, students, people with disabilities, service families, travellers, people who rent their homes and people wishing to commission or build their own homes.

62. Where a need for affordable housing is identified, planning policies should specify the type of affordable housing required, and expect it to be met on-site unless:

- a) off-site provision or an appropriate financial contribution in lieu can be robustly justified; and*
- b) the agreed approach contributes to the objective of creating mixed and balanced communities*

National Planning Policy Framework 2019 (NPPF), paragraph 60-62

- 1.34 Therefore, the new NPPF does not contain any explicit reference to SHMAs and housing needs are to be established at a local authority level. However, a Local Housing Needs Assessment (LHNA) must now be prepared which will establish a minimum Local Housing Need (LHN) figure using the standard method set out in PPG [ID 2a-004-20190220]. In addition, the LHNA will need to identify the size, type and tenure of housing needed for a range of different groups in the community, which is largely consistent with the scope for SHMAs that the Original NPPF identified.
- 1.35 However, whilst the Original NPPF expected SHMAs to be undertaken to assess needs across Housing Market Areas (HMAs), the focus of the Revised NPPF is on the needs of individual Local Planning Authorities without any mention of HMAs. Nevertheless, in terms of plan-making, PPG has retained the concept of the HMA [ID 61-010-20180913] within the Duty to Co-operate context, where joint working continues to be required.

Duty to Co-operate

- 1.36 The Duty to Co-operate was introduced in the 2011 Localism Act and is a legal obligation.
- 1.37 The NPPF sets out an expectation that public bodies will co-operate with others on issues with any cross-boundary impact, in particular in relation to strategic priorities such as *“the homes and jobs needed in the area”*.

Maintaining effective cooperation

24. Local planning authorities and county councils (in two-tier areas) are under a duty to cooperate with each other, and with other prescribed bodies, on strategic matters that cross administrative boundaries.

25. Strategic policy-making authorities should collaborate to identify the relevant strategic matters which they need to address in their plans. They should also engage with their local communities and relevant bodies including Local Enterprise Partnerships, Local Nature Partnerships, the Marine Management Organisation, county councils, infrastructure providers, elected Mayors and combined authorities (in cases where Mayors or combined authorities do not have plan-making powers).

26. Effective and on-going joint working between strategic policy-making authorities and relevant bodies is integral to the production of a positively prepared and justified strategy. In particular, joint working should help to determine where additional infrastructure is necessary, and whether development needs that cannot be met wholly within a particular plan area could be met elsewhere.

27. In order to demonstrate effective and on-going joint working, strategic policymaking authorities should prepare and maintain one or more statements of common ground, documenting the cross-boundary matters being addressed and progress in cooperating to address these. These should be produced using the approach set out in national planning guidance, and be made publicly available throughout the plan-making process to provide transparency.

National Planning Policy Framework (NPPF 2018), paragraphs 24-27

- 1.38 The manner in which councils have complied with their legal requirements under the Duty to Co-operate will be considered when plans are submitted for examination. One key issue is how any unmet development and infrastructure requirements can be provided by co-operating with adjoining authorities (subject to tests of reasonableness and sustainability).
- 1.39 The PPG elaborates further on the requirement for a statement of common ground (in the section on Plan-Making, updated 13 September 2018):

Maintaining effective cooperation

How are plan-making bodies expected to cooperate?

Strategic policy-making authorities are required to cooperate with each other, and other bodies, when preparing, or supporting the preparation of policies which address strategic matters. This includes those policies contained in local plans (including minerals and waste plans), spatial development strategies, and marine plans.

The National Planning Policy Framework sets out that these authorities should produce, maintain, and update one or more statement(s) of common ground, throughout the plan-making process. Local planning authorities are also bound by the statutory duty to cooperate. Neighbourhood Planning bodies are not bound by the duty to cooperate, nor are they required to produce or be involved in a statement of common ground.

Paragraph: 001 Reference ID: 61-001-20180913

- 1.40 In paragraph 61-009 entitled “Which geographical area does a statement of common ground need to cover?”, PPG explicitly discusses the appropriate functional geography to which the Statement of Common ground should apply: “For example housing market and travel to work areas, river catchments, or landscape areas

may be a more appropriate basis on which to plan than individual local planning authority, county, or combined authority areas.”. It goes on to define housing market areas:

How can housing market areas be defined?

A housing market area is a geographical area defined by household demand and preferences for all types of housing, reflecting the key functional linkages between places where people live and work.

These can be broadly defined by analysing:

The relationship between housing demand and supply across different locations, using house prices and rates of change in house prices. This should identify areas which have clearly different price levels compared to surrounding areas.

Migration flow and housing search patterns. This can help identify the extent to which people move house within an area, in particular where a relatively high proportion of short household moves are contained, (due to connections to families, jobs, and schools).

Contextual data such as travel to work areas, retail and school catchment areas. These can provide information about the areas within which people move without changing other aspects of their lives (e.g. work or service use).

Suggested data sources: Office for National Statistics (internal migration and travel to work areas statistics); Land Registry House Price Index and Price Paid data (including sales); data from estate agents and local newspapers about geographical coverage of houses advertised for sale and rent; Ministry of Housing, Communities and Local Government statistics including live tables on affordability (lower quartile house prices/lower quartile earnings); and neighbourhood data from the Census.

Paragraph: 010 Reference ID: 61-010-20180913

^{1.41} This definition of a HMA is almost identical to that in the original PPG relating to housing need.

2. Local Housing Need

Establishing the Minimum Local Housing Need figure

Local Housing Need based on standard methodology

- 2.1 The NPPF confirms that planning authorities should normally use the standard methodology to establish a minimum Local Housing Need (LHN) figure.
- 2.2 Using the process set out in Planning Practice Guidance for Housing Need Assessment [ID 2a-004-20190220] the minimum annual Local Housing Need figure in 2018 can be established as follows.

SWINDON BOROUGH

Step 1 – Setting the baseline

- » The PPG states that the CLG 2014-based household projections should be used to set the baseline household growth for the local authority area over a 10-year period.
- » These projections identify 96,368 households for Swindon Borough at the start of the current year (2019/20) increasing to 104,846 households over the 10-year period to 2029.
- » This yields an overall increase of 8,478 households over 10 years, equivalent to a projected average annual household growth of 848 households per year.

Step 2 – An adjustment to take account of affordability

- » The most recent ONS median workplace-based affordability ratio is 7.62 for Swindon Borough, which is the ratio for the previous calendar year (2018).
- » The adjustment factor can therefore be derived as follows:

$$\text{Adjustment factor} = \left(\frac{7.62 - 4}{4} \right) \times 0.25 = 0.905 \times 0.25 = 22.63\%$$

- » Applying an uplift of 22.63% to the annual household growth of 666 households per year yields an annual housing need of 1,040 dwellings.

Step 3 – Capping the level of any increase

- » The most recent strategic policies for housing were adopted on 26 March 2015 which is less than 5 years ago and therefore the local housing need figure is capped whichever is the lower of:
 - a. the uncapped LHN figure identified in step 2 = 1,040 per year; or
 - b. the average annual housing requirement figure set out in the most recently adopted strategic policies (1,467 per year) with a 40% uplift applied = 2,054.
- » The lower of these is the uncapped LHN figure (1,040 per year) and therefore the increase is not capped.
- » **The minimum Local Housing Needs figure for Swindon Borough in 2019/20 is 1,040 dwellings per year.**

WILTSHIRE

Step 1 – Setting the baseline

- » The PPG states that the CLG 2014-based household projections should be used to set the baseline household growth for the local authority area over a 10-year period.
- » These projections identify 212,190 households for Wiltshire at the start of the current year (2019/20) increasing to 227,162 households over the 10-year period to 2029.
- » This yields an overall increase of 14,972 households over 10 years, equivalent to a projected average annual household growth of 1,497 households per year.

Step 2 – An adjustment to take account of affordability

- » The most recent ONS median workplace-based affordability ratio is 9.82 for Wiltshire, which is the ratio for the previous calendar year (2018).
- » The adjustment factor can therefore be derived as follows:

$$\text{Adjustment factor} = \left(\frac{9.82 - 4}{4} \right) \times 0.25 = 1.455 \times 0.25 = 36.38\%$$

- » Applying an uplift of 36.38% to the annual household growth of 1,497 households per year yields an annual housing need of 2,042 dwellings.

Step 3 – Capping the level of any increase

- » The most recent strategic policies for housing were adopted on 20 January 2015 which is less than 5 years ago and therefore the local housing need figure is capped whichever is the lower of:
 - a. the uncapped LHN figure identified in step 2 = 2,042 per year; or
 - b. the average annual housing requirement figure set out in the most recently adopted strategic policies (2,100 per year) with a 40% uplift applied = 2,940.
- » The lower of these is the uncapped LHN figure (2,042 per year) and therefore the increase is not capped.
- » **The minimum Local Housing Needs figure for Wiltshire in 2019/20 is 2,042 dwellings per year.**

2.3 **Based on these calculations, this Local Housing Need Assessment uses a minimum Local Housing Need figure of 1,040 dwellings per year for Swindon Borough and 2,042 dwellings per year for Wiltshire.**

2.4 However, the Government has confirmed that it intends to comprehensively review the standard method over the next 18 months, so it may be necessary to update the LHNA if the Government chooses to adopt a different approach following the proposed review of the formula.

Disaggregating the minimum Local Housing Need figure

- 2.5 The minimum LHN figure for Swindon in 2019/20 is 1,040 dwellings per year. This yields an overall minimum housing need of 20,800 dwellings over the 20-year Local Plan period 2016-2036.
- 2.6 The minimum LHN figure for Wiltshire in 2019/20 is 2,042 dwellings per year. This yields an overall minimum housing need of 40,840 dwellings over the 20-year Local Plan period 2016-2036.
- 2.7 Whilst the LHN figures are informed by the trend-based household projections, the affordability adjustment means that the number of dwellings is higher than the household projection-based estimate of housing need. This increase is designed to help respond to housing market pressures which may have suppressed past rates of household formation.
- 2.8 Figure 1 sets out the separate elements that will contribute to the LHN. These include:
- » Households growth over the 20-year plan period based on trend-based projections;
 - » Institutional population growth over the 20-year plan period needing communal accommodation that will be counted within the housing supply;
 - » Dwellings without a usually resident household (either vacant homes or second homes);
 - » Additional dwellings to respond to housing market pressure.

Figure 1: Elements of housing need (Source: CLG, ORS; Note: All figures presented unrounded for transparency)

Element of Housing Need	SWINDON BOROUGH		WILTSHIRE UA	
	Calculation	Housing Need (dwellings)	Calculation	Housing Need (dwellings)
Projected household growth over the 20-year period 2016-2036	110,569 - 93,540 = 17,029 households	17,582	236,616 - 206,210 = 30,406 households	31,651
Projected institutional population growth over the 20-year period 2016-2036; equivalised using average number of adults per household ²	2,205 - 1,380 = 825 persons 825 ÷ 1.819 = 454 households	469	16,463 - 13,427 = 3,036 persons 3,036 ÷ 1.830 = 1,659 households	1,727
20-year housing need based on the Standard Method calculation	1,040 x 20 = 20,800 dwellings	20,800	2,042 x 20 = 40,840 dwellings	40,840
Uplift for housing market pressures enabling more households to form than projected by the trend-based projections	20,800 - 17,582 - 469 = 2,749 dwellings	2,749	40,840 - 31,651 - 1,727 = 7,462 dwellings	7,462

- 2.9 On this basis, we can conclude that the LHN figure for Swindon in 2019/20 incorporates an uplift of 2,749 dwellings, which will provide housing for 2,663 households in addition to the trend-based projection of 17,029 households over the period 2016-36, equivalent to an increase of 15.6%; whilst the LHN for Wiltshire in 2019/20 incorporates an uplift of 7,462 dwellings, which will provide housing for 7,168 households in addition to the trend-based projection of 30,406 households over the same period, equivalent to an increase of 23.6%.

² Based on the Census data referenced by PPG ID 3-043

3. Housing Market Areas

Establishing the distribution of Local Housing Need

Functional Housing Market Areas

- 3.1 In terms of strategic housing, the current Wiltshire Core Strategy considers indicative housing requirements on a Community Area basis. These areas are also used by the Council in relation to other services it delivers. Each Community Area comprises a group of parishes centred around at least one market town. However, the NPPF introduced the need to establish Housing Market Areas (HMAs) for assessing housing need.
- 3.2 On this basis, the first key objective of the 2017 SHMA was to identify and define functional HMAs covered by the two local authorities; and the Volume 1 report set out the evidence-based approach taken to establishing the most appropriate HMAs for Swindon and Wiltshire and their surrounding areas. The methodology for identifying functional HMAs was based on secondary data, and for an extended area surrounding Swindon and Wiltshire the 2017 SHMA sought to:
- » Review the conclusions of existing studies undertaken to identify HMAs in and around the area;
 - » Analyse the functional linkages between places where people live and work;
 - » Consider household migration and house prices;
 - » Identify an evidence based geography of functional HMAs that are not constrained to administrative boundaries; and
 - » Establish the most appropriate geographies for assessing overall housing need.
- 3.3 Figure 2 illustrates the functional HMAs that the SHMA identified without any constraint to administrative boundaries. Figure 3 illustrates the “best fit” HMAs that were proposed for dividing the Swindon and Wiltshire study area into four separate geographies for assessing overall housing need.

Figure 2: Functional HMAs with LA Boundaries

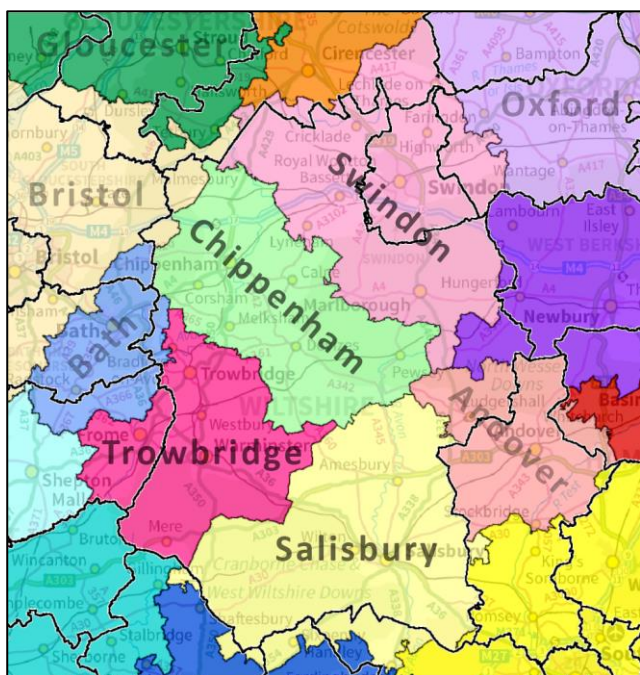
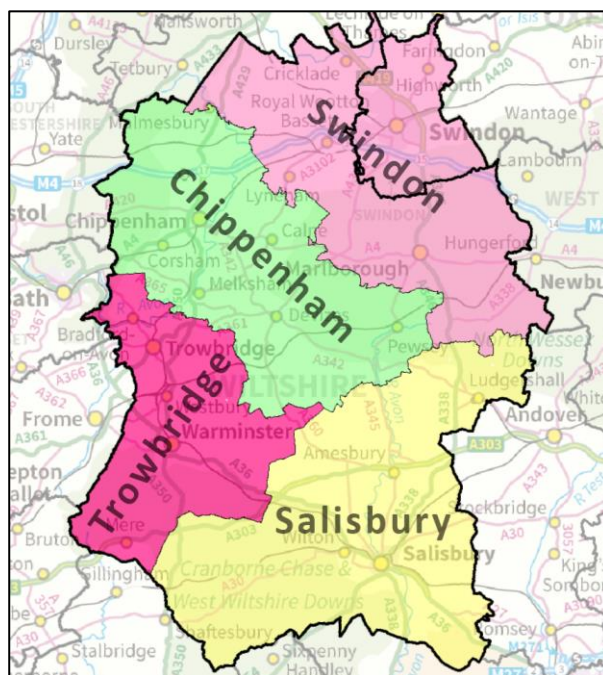
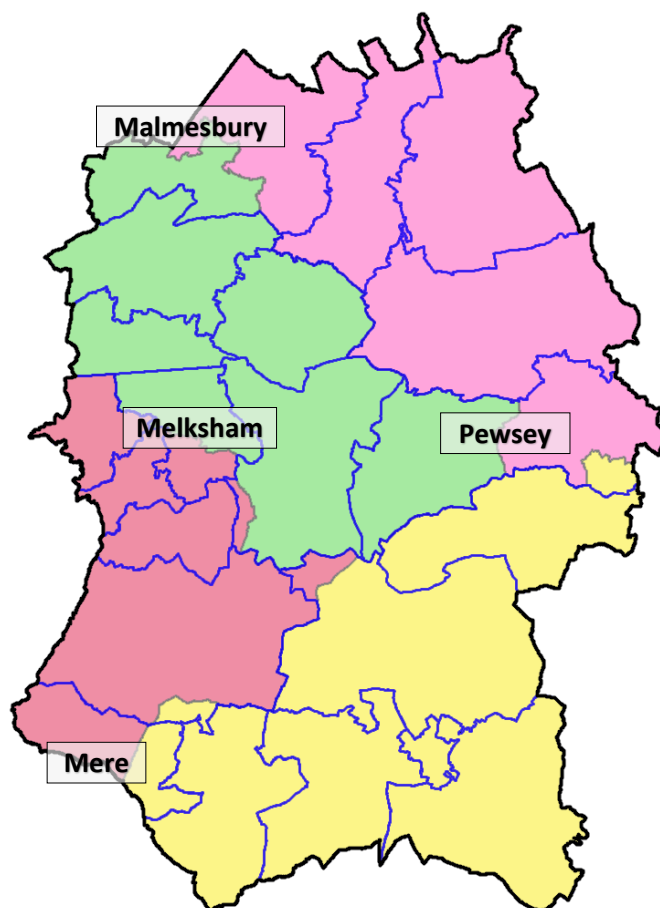


Figure 3: Original 'Best Fit' HMAs with LA Boundaries



- 3.4 These areas were constrained to the administrative boundary of the combined area, and parts of the administrative area that were covered by other functional HMAs (such as Andover, Bath and Bristol) were reallocated to the proposed “best fit” HMAs based on the strength of the functional relationships. However, the internal boundaries were not changed from those identified for the original functional areas. This led to some practical difficulties, as these boundaries cut across other recognised geographies that are routinely used by Wiltshire Council – for example, parishes and community areas. The issue was particularly problematic in the area around Malmesbury, where the eastern part of the town was in Swindon HMA whilst the western part of the town was in Chippenham HMA.
- 3.5 As a consequence, the Council refined the “best fit” HMAs that were identified by the 2017 SHMA using parishes as the basic building block, to ensure alignment between the “best fit” HMA and parish boundaries. These refined areas have provided the basis for monitoring housing land supply in Wiltshire for the purpose of informing the local plan review since the publication of the SHMA. Nevertheless, even when aligned to parish boundaries, there remain some anomalies from a planning perspective. For example, whilst the whole of Malmesbury town was associated with the Chippenham HMA, some of the surrounding rural parishes remained in the Swindon HMA; and the issue of ‘split’ Community Areas was raised in responses to the Councils’ Regulation 18 consultation in 2017.
- 3.6 Given the practical plan-making difficulties arising from aligning “best fit” HMAs to parish boundaries and the associated consultation responses, it is considered that it would be appropriate to align the HMAs using “best fit” to the Community Areas as the basic building block as far as possible, in order to avoid market towns and their rural hinterlands being divided between different HMAs.

Figure 4: Parish-based ‘Best Fit’ HMAs within Wiltshire with Community Area Boundaries (Note: Shaded zones show functional HMAs with “best fit” to parishes; solid blue lines show Community Area boundaries with selected areas labelled)



- 3.7 It is evident that the majority of the Community Areas are contained entirely within an individual HMA, based on the “best fit” to parish boundaries that are currently being used. A small number of Community Areas have one or two parishes that fall in a separate HMA to the remainder of parishes within the area, and it is possible to identify relatively straightforward adjustments to the HMA boundaries to reconcile these anomalies.
- 3.8 Nevertheless, there are a four Community Areas which are clearly divided between two or more different HMAs.

Malmesbury

- 3.9 As previously noted, the boundary between the Chippenham and Swindon HMAs around Malmesbury has caused some difficulty from a planning perspective, for even when aligned to parish boundaries the two HMAs divide the place. Given this context, it is perhaps not surprising that the Community Area centred on Malmesbury is also divided between the Chippenham and Swindon HMAs.
- 3.10 Considering the data, the Community Area population is divided with a 60:40 split between Swindon and Chippenham HMA. On this basis, it would seem appropriate to conclude that Malmesbury Community Area should be included as part of the “Best Fit” to Swindon HMA. However, the majority of the population in Malmesbury town is resident in Chippenham HMA – so there is also argument that the area should be included as part of the “Best Fit” to Chippenham HMA.
- 3.11 When considering the Valuation Office Agency (VOA) Broad Rental Market Areas (BRMAs), we can establish that two thirds (67%) of the population live in the West Wiltshire BRMA, with over a quarter (26%) in the Cheltenham BRMA and only 7% in the Swindon BRMA. In other words, the VOA consider this area to be separate from Swindon in terms of local rents, and when considering local services the Rent Officer has concluded that it wouldn’t be reasonable to expect residents to move to Swindon to find a suitable home. Given this context, it would seem inappropriate to include this area as part of the “Best Fit” to Swindon HMA.
- 3.12 In terms of commuting, there is a larger proportion of workers resident in the Malmesbury Community Area commuting out of the area to jobs in Swindon HMA (61%) than Chippenham HMA (32%) (the remaining 7% commute to jobs elsewhere). However, whilst many workers commute to jobs in Swindon HMA this represents only a relatively small proportion of the total number of commuters to that area; whereas the smaller number of commuters with jobs in Chippenham HMA represent a much larger proportion of all commuters to that area. In other words, Malmesbury is more important in providing workers for Chippenham’s workforce than it is in providing workers for Swindon Borough’s workforce, so the functional relationship between Malmesbury and Chippenham is arguably stronger than the relationship between Malmesbury and Swindon. On this basis, it could be more appropriate to include Malmesbury Community Area as part of the “Best Fit” to Chippenham HMA.
- 3.13 Taking everything into account, it is clear that Malmesbury Community Area is divided; but on balance, the more appropriate “Best Fit” would appear to be with the Chippenham HMA given that Malmesbury town falls predominantly within that area; the Rent Officer considers the area to be largely separate from Swindon and in terms of functional relationships, Malmesbury is more important to Chippenham’s workforce than it is to Swindon. **Therefore, we would recommend that Malmesbury Community Area is included as part of the “Best Fit” to Chippenham HMA.**

Melksham

- 3.14 Melksham Community Area is also divided, with Melksham town (towards the north of the area) covered by Chippenham HMA whereas the rural hinterland (which covers the south of the area) covered by Trowbridge HMA and part of its southern boundary adjoining Trowbridge Community Area.
- 3.15 The substantial majority of the population for Melksham Community Area as a whole live in Chippenham HMA; however, for the “Melksham Rural” sub-area the population is divided almost equally between Chippenham HMA and Trowbridge HMA.
- 3.16 When considering commuting patterns, “Melksham” and “Melksham without” (the two sub-areas to the north of Melksham Community Area) have over half of their resident workers (54%) working in Chippenham HMA with around a third (34%) travelling to Trowbridge HMA. However, of the workers living in the “Melksham rural” sub-area, there is a more equal division with 46% travelling to work in Trowbridge HMA and 44% commuting to Chippenham HMA.
- 3.17 Given this context, it is clear that the southern part of Melksham Community Area has a well-established functional relationship with Trowbridge HMA, and given that this areas adjoins Trowbridge itself it would seem appropriate to consider “Melksham rural” separately from the rest of Melksham. **On this basis, we would recommend that the “Melksham” and “Melksham without” sub-areas are included as part of the “Best Fit” to Chippenham HMA whilst the “Melksham rural” sub-area is included as part of the “Best Fit” to Trowbridge HMA.**

Mere

- 3.18 Mere is the third Community Area where the associated HMA isn't clear-cut. Around three quarters of the population (77%) live in the Trowbridge HMA with the remainder (23%) living in Salisbury HMA. However, part of this area was allocated to Trowbridge HMA when the boundaries were “snapped” to the Wiltshire county boundary.
- 3.19 Many of the functional relationships look beyond the Wiltshire county boundary, and around three quarters of the population (74%) live in Blandford Forum and Gillingham TTWA (with the remainder in Salisbury TTWA) and almost four fifths (79%) live in Salisbury BRMA (with the remainder in Yeovil BRMA). The previous allocation of this area to Trowbridge HMA must therefore be considered in this context.
- 3.20 When considering the commuting patterns of the resident workers living in Mere Community Area and commuting to other parts of Swindon and Wiltshire, over three fifths (62%) work in Salisbury HMA, 20% work in Trowbridge HMA, 13% work in Chippenham HMA and 5% in Swindon HMA. **Taking everything into account, we would recommend that Mere Community Area is included in a best fit to Salisbury HMA.**

Pewsey

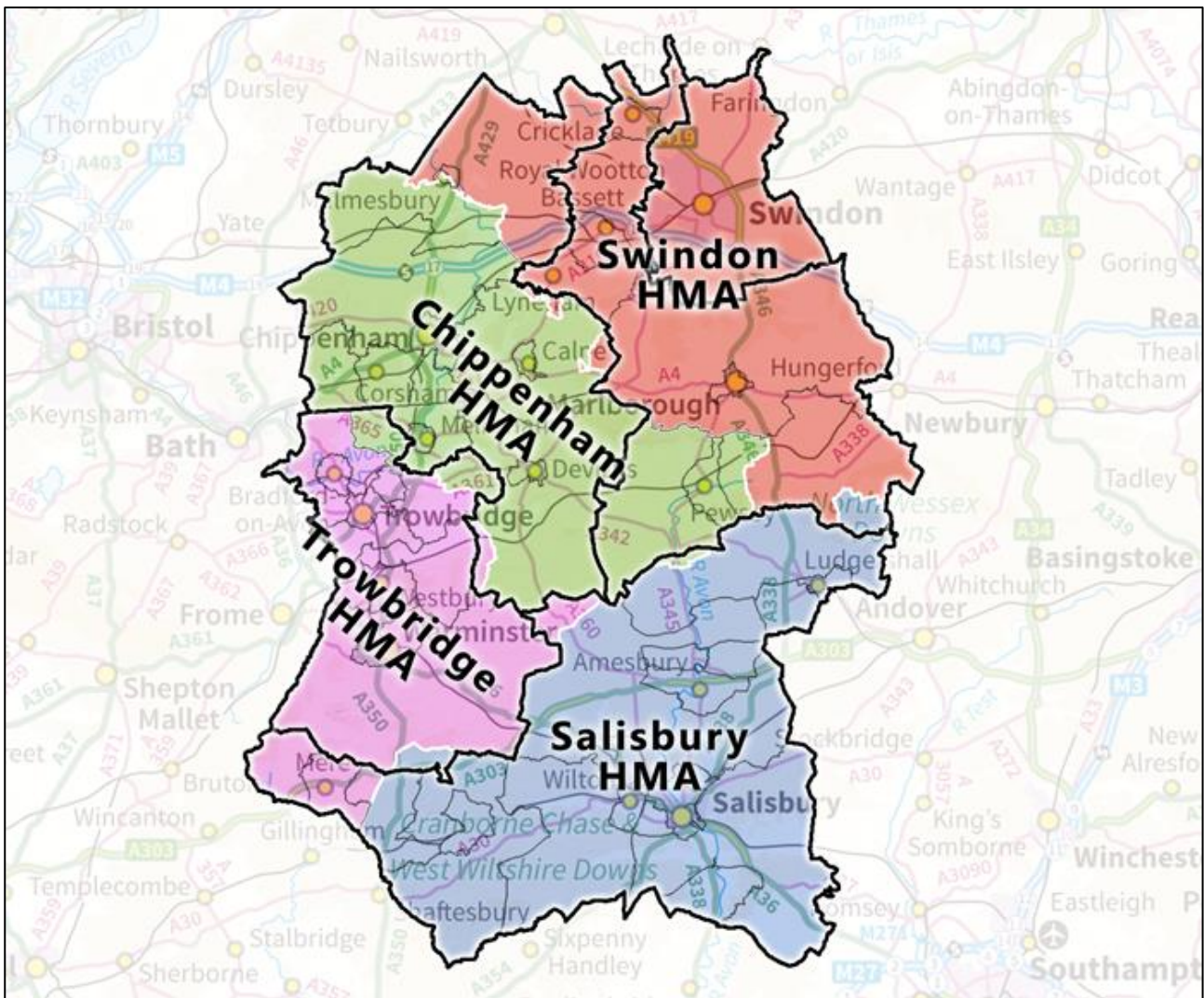
- 3.21 The final area requiring further consideration is Pewsey, which is split between three functional HMAs: Chippenham, Salisbury and Swindon. Approaching two thirds of the population (64%) live in Chippenham HMA; however over half (52%) live in Swindon TTWA with around a third (35%) in Newbury TTWA and the remainder (14%) in Salisbury TTWA. When considering Broad Rental Market Areas, the substantial majority (78%) live in Salisbury BRMA, with 16% in Newbury BRMA, 5% in West Wilts BRMA and 1% in Swindon BRMA. In terms of resident workers commuting out of the Community Area to other parts of Swindon and Wiltshire, there is a clear split: 40% work in Swindon HMA, 38% work in Chippenham HMA, 15% work in Salisbury HMA and 7% in Trowbridge HMA.

- 3.22 Taking everything into account, it is clear that Pewsey Community Area is divided and there are clear reasons that could be argued for it to be included in any one of the three functional HMAs that it covers. Nevertheless, given that housing market areas primarily seek to reflect the relationship between places where people live and work, given that the majority of workers (albeit a small majority) commute to work in Swindon and over half of the population live within the Swindon TTWA, it seems appropriate to allocate Pewsey to the Swindon HMA. Furthermore, when considering the geography of the area and the resulting boundaries for the possible “Best Fit” HMAs, including Pewsey within the Swindon HMA would appear to provide the most appropriate combination. **On this basis, we would recommend that Pewsey Community Area is included as part of the “Best Fit” to Swindon HMA.**

“Best Fit” Housing Market Areas

- 3.23 Having considered the functional HMAs in the context of single Community Areas as the basic geographic building blocks, Figure 5 shows the proposed “Best Fit” boundaries. These “Best Fit” HMAs provide a pragmatic basis for planning purposes having taken account of all of the available evidence about the complex functional relationships that exist across the Study Area.

Figure 5: Community Area-based ‘Best Fit’ HMAs (Note: Shaded zones show functional HMAs; solid black lines identify LPA boundaries and “Best Fit” HMA boundaries within Wiltshire)



Establishing LHN by Housing Market Area

- 3.24 The official household projections provide a key input to the LHN figure, and the household projections are based on the ONS sub-national population projections (SNPP). However, these figures are only available to the level of local authorities and it is necessary to prepare sub-area projections for each HMA in order to establish the relevant LHN figure for each HMA.
- 3.25 Using the ONS small area population estimates, we can identify the resident population for each of the HMAs at the base date of the projection. It is possible to establish the natural growth of this population through applying the fertility and mortality rate schedules for Wiltshire from the 2014-based SNPP iteratively for each year of the projection period. However, it is also important to establish the impact of net migration given that this is a key driver to future population growth.
- 3.26 Migration rates in the SNPP are based on population trends for the 5-year period prior to the projection base date – so the 2014-based projections are informed by migration trends over the 5-year period 2009-2014. Using the ONS small area population estimates for the same period, it is possible to establish migration trends for each of the HMAs. This is done through considering the difference between the population change based on natural growth and the actual population change that was recorded. This provides a basis for distributing the local authority net migration between each of the HMAs whilst also factoring in any internal migration within the county.
- 3.27 Through combining the projected natural growth for each area with the impact of net migration, the local authority projections can be disaggregated between the HMAs. These population projections then provide the basis for establishing household projections, using local authority figures for communal establishments and household representative rates from the official household projections combined with specific local information on the distribution of communal establishments within the county and variations in household types and sizes between the HMAs.
- 3.28 Figure 6 summarises the annual LHN figure by local authority and HMA, together with 20-year totals which provide the basis for the plan period 2016-2036.

Figure 6: Annual LHN and 20-year Total figures by LA and HMA (Note: Based on 2014-based household projections)

Housing Market Area	5-year migration trend					
	Annual LHN			20-year Total		
	Swindon	Wiltshire	Total	Swindon	Wiltshire	Total
Chippenham HMA	-	681	681	-	13,629	13,629
Salisbury HMA	-	611	611	-	12,229	12,229
Swindon HMA	1,040	224	1,264	20,800	4,477	25,277
Trowbridge HMA	-	525	525	-	10,505	10,505
TOTAL	1,040	2,042	3,082	20,800	40,840	61,640

- 3.29 The LHN figure is based on the official household projections, which are informed by 5-year migration trends. However, it is important to recognise that migration assumptions can have a substantial impact on population and household projections, and the effects are often more pronounced when projections are prepared for smaller geographies such as Community Areas. This is because the identified growth for each area will represent only a part of the overall growth – so the numbers will almost inevitably be smaller, and therefore any uncertainty will typically represent a larger percentage of the estimate. Furthermore, there also tends to be greater uncertainty when considering data for smaller populations.

- 3.30 Given this context, even though the official projections which inform the LHN figure are based on 5-year trends, it is still appropriate to consider the impact of different migration trends when establishing small area estimates. This was endorsed by the Planning Advisory Service OAN technical advice note (second edition, July 2015)³ which strengthened the recommendation on the relevant period for assessing migration (paragraph 6.24):

“In assessing housing need it is generally advisable to test alternative scenarios based on a longer reference period, probably starting with the 2001 Census (further back in history data may be unreliable). Other things being equal, a 10-to-15 year base period should provide more stable and more robust projections than the ONS’s five years. But sometimes other things will not be equal, because the early years of this long period included untypical one-off events as described earlier. If so, a shorter base period despite its disadvantages could be preferable.”

- 3.31 The relevant period for assessing migration trends was also considered by an article by Ludi Simpson (Professor of Population Studies at the University of Manchester) and Neil MacDonald (previously Chief Executive of the National Housing and Planning Advice Unit) published in Town and Country Planning:⁴

“The argument for using a five-year period rather than a longer one is that the shorter the period, the more quickly changes in trends are picked up. The counter-argument is that a shorter period is more susceptible to cyclical trends, an argument that has particular force when the five-year period in question – 2007-12 – neatly brackets the deepest and longest economic downturn for more than a generation. ... A large number of local authority areas are affected by this issue. For 60% of authorities the net flow of migrants within the UK in 2007-12 was different by more than 50% from the period 2002-07. While this is comparing a boom period with a recession, it serves to indicate the impact of the choice of reference period for trend projections.”

- 3.32 For this reason, the 2017 SHMA argued that 10-year migration trends were generally more appropriate when establishing overall housing need given that a longer-term trend is less susceptible to short-term peaks and troughs. Given this context, Figure 6 summarises the annual LHN figure and 20-year totals by local authority and HMA when the distribution is based on 10-year trends. It is evident that 10-year migration trends suggest a higher LHN figure for Chippenham HMA (867 cf. 679 dpa, an increase of 28%) with lower LHN figures for each of the other HMAs.

Figure 7: Annual LHN and 20-year Total figures by LA and HMA – variant scenario using 10-year migration trends to distribute the Wiltshire LHN between HMAs (Note: Based on 2014-based household projections)

Housing Market Area	10-year migration trend					
	Annual LHN			20-year Total		
	Swindon	Wiltshire	Total	Swindon	Wiltshire	Total
Chippenham HMA	-	871	871	-	17,411	17,411
Salisbury HMA	-	524	524	-	10,472	10,472
Swindon HMA	1,040	147	1,187	20,800	2,936	23,736
Trowbridge HMA	-	501	502	-	10,021	10,021
TOTAL	1,040	2,042	3,082	20,800	40,840	61,640

³ <http://www.pas.gov.uk/documents/332612/6549918/OANupdatedadvicenote/f1bfb748-11fc-4d93-834c-a32c0d2c984d>

⁴ “Making sense of the new English household projections”, Town and Country Planning (April 2015)

4. Jobs and Workers

Alignment of Future Jobs Growth with Resident Workers

Considering the basis for Adjusting the Local Housing Need

- 4.1 Whilst PPG sets out a standard approach for establishing local housing need [ID 2a-004-20190220], this is a minimum figure and the PPG also provides examples of a number of circumstances where it may be more appropriate to use a higher figure for plan-making [ID 2a-010-20190220].

When might it be appropriate to plan for a higher housing need figure than the standard method indicates?

The government is committed to ensuring that more homes are built and supports ambitious authorities who want to plan for growth. The standard method for assessing local housing need provides a minimum starting point in determining the number of homes needed in an area. It does not attempt to predict the impact that future government policies, changing economic circumstances or other factors might have on demographic behaviour. Therefore, there will be circumstances where it is appropriate to consider whether actual housing need is higher than the standard method indicates.

This will need to be assessed prior to, and separate from, considering how much of the overall need can be accommodated (and then translated into a housing requirement figure for the strategic policies in the plan). Circumstances where this may be appropriate include, but are not limited to situations where increases in housing need are likely to exceed past trends because of:

- » *growth strategies for the area that are likely to be deliverable, for example where funding is in place to promote and facilitate additional growth (e.g. Housing Deals);*
- » *strategic infrastructure improvements that are likely to drive an increase in the homes needed locally; or*
- » *an authority agreeing to take on unmet need from neighbouring authorities, as set out in a statement of common ground;*

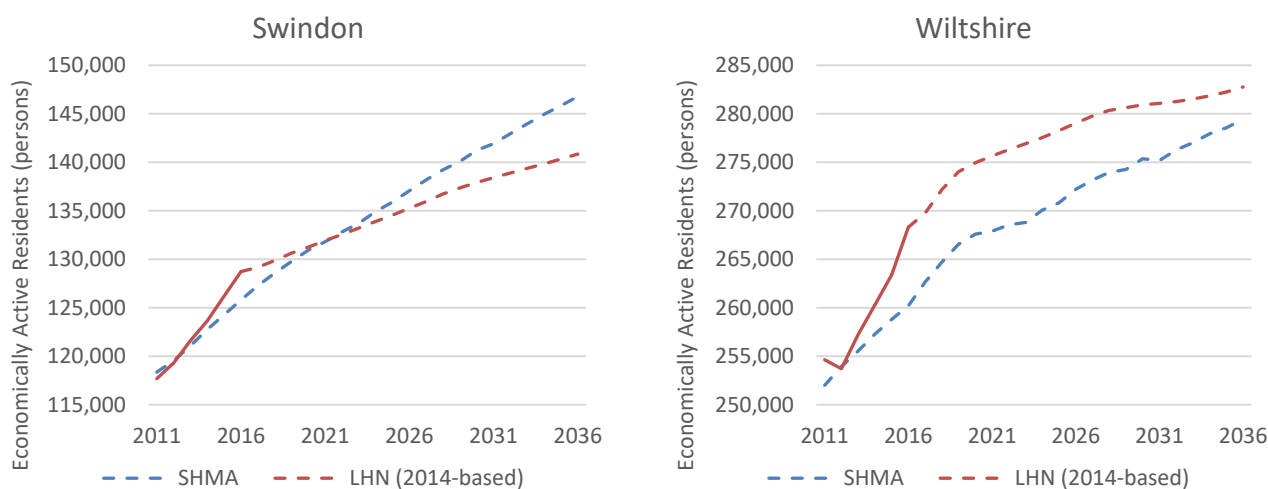
Planning Practice Guidance, ID 2a-010-20190220

- 4.2 The PPG is clear that only in exceptional circumstances should an alternative to the standard method that results in a lower figure should be used [ID 2a-015-20190220]; therefore, preparing each Plan based on a number that is higher than the current LHN will help to ensure that fluctuations in the LHN in future years are more likely to be accommodated without changes being needed, given that the housing requirement is only fixed for 2 years from the point at which plans are submitted.
- 4.3 When considering the factors that could justify an uplift to the LHN, one of the most important is ensuring that the number of new homes takes account of changes that are anticipated in the local economy as well as population trends. Each settlement has different economic strengths and weaknesses, and these are a planning consideration which could mean that different HMAs have different prospects for growth. This section therefore looks at whether a housing number that is higher than the LHN may to be considered for each HMA, and what alternative figure may be justified for the next steps of plan preparation. Ultimately, it will be for each local planning authority to determine the extent of any increase when establishing the housing requirement. This will involve evidence-based judgements over a range of different factors.

Economically Active Population

- 4.4 While demographic trends are key to the assessment of housing need, it is also relevant to consider current employment trends and how the projected growth of the economically active population fits with the future changes in job numbers.
- 4.5 The last assessment of the balance between jobs and workers for Swindon and Wiltshire was set out in the Strategic Housing Market Assessment 2017. The 2017 SHMA projected that Swindon would have around 127,300 economically active residents with around 260,200 in Wiltshire at the start of the plan period in 2016. However, the latest data suggests that economic activity rates have increased faster than had been forecast which has increased these figures to 128,700 persons in Swindon (an increase of 5,500) and 269,800 persons in Wiltshire (an increase of 9,600).
- 4.6 The LHNA has modelled the projected growth in economically active population (i.e. the number of resident workers) based on the LHN figure together with changes in Economic Activity Rates forecast by the Office for Budget Responsibility (OBR). Figure 8 compares the economically active population as projected by the 2017 SHMA with the latest data from the LHN calculation using the 2014-based household projections.

Figure 8: Economically Active Residents in Swindon and Wiltshire 2016-2036: Comparison between the 2017 SHMA and the LHN figure (Note: Solid lines based on estimates; dashed lines based on projected population and forecast change in economic activity rate. Both scenarios for Wiltshire include the expected increase in service personnel living in Single Living Accommodation)



- 4.7 Considering the LHN population projections for Swindon in the context of the latest economic activity rate forecasts, the number of economically active residents is likely to increase to around 140,900 persons by 2036 compared to 146,800 persons estimated by the Original SHMA. However, the 2017 SHMA concluded an Objectively Assessed Need (OAN) of 29,000 dwellings over the 20-year period 2016-36 compared to an LHN figure of 20,460 dwellings over the same period. As the LHN figure represents 8,540 fewer dwellings than the previous OAN, there would be fewer households resident in the area by 2036 which in turn would be expected to yield fewer workers. However, given the higher starting estimate, the growth in resident workers has reduced from almost 21,000 persons in the 2017 SHMA to 12,100 persons based on the LHN.
- 4.8 Considering the LHN population projections for Wiltshire, the number of economically active residents is likely to increase to around 282,800 persons by 2036 compared to 279,500 persons estimated by the 2017 SHMA (both figures including a specific allowance for increases in service personnel living in Single Living Accommodation which are not captured by the population and household projections). Nevertheless, given

the higher starting estimate, the growth in resident workers has reduced from around 19,200 persons in the 2017 SHMA to 14,500 persons based on the LHN. This is despite the 2017 SHMA OAN (43,000 dwellings over the 20-year period 2016-36) being comparable to the LHN figure of 40,680 dwellings over the same period.

- 4.9 On this basis, the overall increase in resident workers has reduced from just over 40,000 persons estimated by the 2017 SHMA (37,600 based on demographic growth together with the specific allowance for 2,600 additional service personnel living in SLA) to around 26,600 additional workers based on the LHN figure (24,800 based on demographic growth plus the 2,600 additional service personnel). Figure 9 shows the breakdown by HMA.

Figure 9: Change in Economically Active Population 2016-2036 by HMA

Housing Market Area (residence)	Demographic projection			Allowance for Service Personnel Living in SLA
	Original SHMA	LHN (2014-based)		
		5-year migration	10-year migration	
Chippenham HMA	+13,393	+2,065	+2,660	+126
Salisbury HMA	+1,462	+7,479	+7,105	+2,440
Swindon HMA	+13,826	+11,109	+10,883	-
<i>within Wiltshire</i>	<i>-7,150</i>	<i>-1,503</i>	<i>-1,729</i>	-
Trowbridge HMA	+8,967	+4,103	+4,108	-
TOTAL	+37,648	+24,756	+24,756	+2,566
Swindon Borough	+20,976	+12,612	+12,612	-
Wiltshire	+16,672	+12,144	+12,144	+2,566

- 4.10 Whilst a majority of economically active residents work within the same functional HMA and others commute to other HMAs within the Swindon and Wiltshire study area, some will travel to jobs elsewhere.
- 4.11 Figure 10 identifies the proportion of resident workers in each HMA that work either within the same HMA or another HMA within the Swindon and Wiltshire study area. Most HMAs have around 80% of their economically active residents working within the study area. On this basis, based on the LHN figure there is likely to be around 20,200 local workers, with an increase of around 4,500 workers commuting to jobs elsewhere.

Figure 10: Change in Economically Active Population working within the Study Area 2016-2036 by HMA (Source: Commuting rates based on 2011 Census. Notes: Excludes additional service personnel living in SLA. Local Authority figures are not available as commuting patterns are considered on a HMA basis)

Housing Market Area (residence)	Percentage of EA population working within the Study Area	Change in workers to fulfil jobs within Study Area		
		Original SHMA	LHN (2014-based)	
			5-year migration trend	10-year migration trend
Chippenham HMA	83.0%	+11,158	+1,714	+2,207
Salisbury HMA	80.4%	+1,181	+6,013	+5,712
Swindon HMA	82.9%	+11,505	+9,207	+9,020
Trowbridge HMA	79.6%	+7,177	+3,268	+3,272
TOTAL	-	+31,021	+20,202	+20,211
Outside Study Area	-	+6,627	+4,554	+4,545

- 4.12 Figure 11 develops the information further, identifying the commuting patterns between HMAs within the Study Area. Based on this information, the change in workplace population can be established for the two scenarios.

Figure 11: Commuting flows between HMAs and associated change in workplace population resident in the Study Area
(Source: Commuting rates based on 2011 Census. Note: Excludes additional service personnel living in SLA)

Housing Market Area (residence)	Change in workers to fulfil jobs within Study Area		Housing Market Area (workplace)				
	5-year migration trend	10-year migration trend	Chippenham HMA	Salisbury HMA	Swindon HMA	Trowbridge HMA	
Chippenham HMA	+1,714	+2,207	81.3%	2.4%	10.5%	5.9%	
Salisbury HMA	+6,013	+5,712	2.5%	91.5%	1.2%	1.8%	
Swindon HMA	+9,207	+9,020	3.6%	0.6%	95.4%	0.4%	
Trowbridge HMA	+3,268	+3,272	11.9%	4.5%	1.6%	78.2%	
TOTAL	5-yr trend	+20,202	-	+2,279	+5,924	+9,092	+2,906
	10-yr trend	-	+20,211	+2,666	+5,651	+8,961	+2,933

- 4.13 Whilst the increase in resident workers for Chippenham HMA ranges between 1,700 and 2,200, there is a larger workplace increase ranging from 2,300 to 2,700 workers. This is due to inward commuting from other areas, in particular the Trowbridge HMA. Conversely, whilst Trowbridge HMA has an increase of around 3,300 resident workers, this translates to around a 2,900 workplace increase. Both Salisbury HMA and Swindon HMA have similar resident worker and workplace increases (5,700 to 6,000; and 9,000 to 9,200 respectively).

Future Jobs Growth

- 4.14 An Economic and Development Needs Assessment (EDNA) was jointly commissioned at the same time as the 2017 SHMA, and this was undertaken by Hardisty Jones Associates (HJA). The EDNA identified the likely jobs growth for Swindon and Wiltshire and their constituent Functional Economic Market Areas (FEMAs). The FEMAs broadly align with the HMAs: both Swindon and Salisbury have separate FEMAs which align with their respective HMA, but there is only a single FEMA which covers the Chippenham HMA and Trowbridge HMA combined area.
- 4.15 The future number of jobs were considered by the EDNA based on forecasts from both Oxford Economics (January 2016) and Cambridge Econometrics (November 2015) for the 20-year period 2016-2036. This information was considered alongside past trends, and the study concluded that the total number of jobs across Swindon and Wiltshire was likely to increase by around 40,200 over the period 2016-2036. This included the specific increase in service personnel. The projection for the Swindon Unitary Authority Area was based on an average for the Oxford Economics and Cambridge Econometrics baseline projections, but made specific adjustments to those baselines to assume no decline in motor vehicle manufacturing employment in the period to 2036 and to take the highest projection for the growth in retail sector employment. The EDNA report sets out further details on these assumptions and the associated consultation that was undertaken. However, in light of the February 2019 announcement of the planned closure of the Honda car making plant in Swindon, there may now be some doubts as to the continued robustness of the EDNA jobs projection for Swindon Borough and the Swindon HMA.

- 4.16 Figure 12 summarises the change in jobs identified for the four separate housing market areas. This separates main jobs from second jobs, and the specific allowance for additional service personnel.

Figure 12: Forecast change in Main Jobs and Second Jobs 2016-2036 by HMA (Source: Swindon and Wiltshire Economic Development Needs Assessment 2017)

Housing Market Area (workplace)	Change in Jobs (excluding service personnel living in SLA)			Allowance for Service Personnel Living in SLA	OVERALL TOTAL
	Main Jobs	Second Jobs	TOTAL		
Chippenham HMA	+7,245	+929	+8,174	+126	+8,300
Salisbury HMA	+7,715	+1,280	+8,995	+2,440	+11,435
Swindon HMA (total)	+12,694	+2,336	+15,030	-	+15,030
<i>within Wiltshire</i>	<i>+2,570</i>	<i>+323</i>	<i>+2,893</i>	-	<i>+2,893</i>
Trowbridge HMA	+4,859	+614	+5,473	-	+5,473
TOTAL	+32,513	+5,159	+37,672	+2,566	+40,238
Swindon Borough	+10,124	+2,013	+12,137	-	+12,137
Wiltshire	+22,389	+3,146	+25,535	+2,566	+28,101

- 4.17 Of course, not all resident workers will work locally, and some jobs will be fulfilled by workers commuting from other HMAs in Swindon and Wiltshire or from outside the Study Area. Figure 13 identifies the percentage of main jobs in each of the HMAs fulfilled by commuters living outside the Study Area. Only a minority of workers commute from homes outside the area, ranging from 19.2% of jobs in Salisbury HMA to 10.3% of jobs in Chippenham HMA.
- 4.18 Based on the existing rates, it is likely that around 4,359 of the additional main jobs will be taken by workers commuting from outside the Study Area and there will therefore be a need for an additional 27,974 resident workers to satisfy the forecast jobs growth. These figures assume no change in commuting patterns compared to those recorded by the 2011 Census.

Figure 13: Resident Workers needed to fulfil growth in main jobs by HMA (Source: Commuting rates based on 2011 Census. Notes: All figures exclude additional service personnel living in Single Living Accommodation. Local Authority figures are not available as commuting patterns are considered on a HMA basis)

Housing Market Area (workplace)	Increase in Main Jobs	Percentage of Main Jobs fulfilled by commuters	Increase in Inward Commuting	Increase in Resident Workers Needed
Chippenham HMA	7,245	10.3%	743	6,503
Salisbury HMA	7,715	19.2%	1,479	6,235
Swindon HMA (total)	12,694	12.6%	1,603	11,091
<i>within Wiltshire</i>	<i>+2,570</i>	-	-	-
Trowbridge HMA	+4,859	14.7%	714	4,145
TOTAL	+32,513	-	4,539	27,974
Swindon Borough	+10,124	-	-	-
Wiltshire	+22,389	-	-	-

Aligning Future Jobs and Workers

- 4.19 Figure 14 considers the increase in resident workers needed to fulfil the growth in main jobs (Figure 13) alongside the increase in resident workers projected based on the LHN figures for the HMAs in terms of their workplace population based on the two variant scenarios (Figure 11) in order to establish the extent of any shortfall or surplus of workers for each of the HMAs.

Figure 14: Alignment between increase in resident workers needed to fulfil growth in main jobs and projected increase based on the LHN by HMA (Notes: All figures exclude additional service personnel living in Single Living Accommodation. The Swindon HMA shortfall has been apportioned pro rata to the jobs growth to establish shortfall figures by LA)

Housing Market Area (workplace)	Increase in Resident Workers Needed	Increase in Resident Workers based on LHN		Net shortfall or surplus of Resident Workers	
		5-year migration trend	10-year migration trend	5-year migration trend	10-year migration trend
Chippenham HMA	6,503	2,279	2,666	-4,223	-3,836
Salisbury HMA	6,235	5,924	5,651	-311	-584
Swindon HMA (total)	11,091	9,092	8,961	-1,999	-2,130
<i>within Wiltshire</i>	-	-	-	-405	-431
Trowbridge HMA	4,145	2,906	2,933	-1,239	-1,213
TOTAL	27,974	20,202	20,211	-7,773	-7,763
Swindon Borough	-	-	-	-1,594	-1,699
Wiltshire	-	-	-	-6,178	-6,065
Outside Study Area	4,539	4,554	4,545	-	-

- 4.20 Based on this analysis, there would be a shortfall of workers across all four of the HMAs, ranging from a shortfall of between 300 and 600 workers in Salisbury HMA up to a shortfall of between 3,800 and 4,200 workers in Chippenham HMA. In order to align the projected increase in resident workers with the number of additional workers needed to fulfil the forecast jobs growth without any changes in commuting patterns, it is likely that the housing supply would need to increase above the minimum LHN.
- 4.21 Figure 15 sets out the additional dwellings that would be needed to enable sufficient resident workers to live in each area based on the forecast jobs growth.

Figure 15: Total dwellings needed to align jobs and workers by HMA

Area	5-year migration trend			10-year migration trend		
	LHN	Additional dwellings to align jobs	Total dwellings	LHN	Additional dwellings to align jobs	Total dwellings
Chippenham HMA	13,629	3,290	16,919	17,411	2,979	20,390
Salisbury HMA	12,229	272	12,501	10,472	504	10,976
Swindon HMA (total)	25,277	1,091	26,368	23,736	1,183	24,919
<i>within Wiltshire</i>	4,477	304	4,781	2,936	322	3,258
Trowbridge HMA	10,505	1,002	11,507	10,021	976	10,997
TOTAL	61,640	5,655	67,295	61,640	5,642	67,282
Swindon Borough	20,800	787	21,587	20,800	861	21,661
Wiltshire	40,840	4,868	45,708	40,840	4,781	45,622

- 4.22 On the basis of the analysis, to ensure that there will be sufficient resident workers to align with the jobs growth identified by the 2017 EDNA forecast on the basis of not change in the commuting rates identified by the 2011 Census, it would be necessary consider increasing the minimum LHN by up to 5,700 dwellings with most of this increase (at least 85%) being in Wiltshire. This would yield a total of around 67,300 dwellings over the 20-year plan period 2016-2036; comprising around 21,600 dwellings in Swindon (equivalent to an average of 1,080 dpa) and around 45,700 dwellings in Wiltshire (equivalent to an average of 2,285 dpa). These figures compare to an Objectively Assessed Need (OAN) of 29,000 dwellings for Swindon Borough and 44,000 dwellings for Wiltshire identified by the 2017 SHMA.
- 4.23 When considering the distribution between housing market areas, in summary we can conclude:
- » **Chippenham HMA:** between 16,900 and 20,400 dwellings overall, equivalent to 845-1,020 dpa on average over the 20-year period. This compares to an OAN of 22,250 dwellings identified by the previous SHMA;
 - » **Salisbury HMA:** between 11,000 and 12,500 dwellings overall, equivalent to 550-625 dpa on average over the 20-year period. This compares to an OAN of 8,250 dwellings identified by the previous SHMA;
 - » **Swindon HMA:** between 24,900 and 26,400 dwellings overall, equivalent to 1,245-1,320 dpa on average over the 20-year period; which includes 3,300-4,800 dwellings (165-240 dpa) in the part of the Swindon HMA within Wiltshire. This compares to an OAN of 29,000 dwellings identified by the previous SHMA; and
 - » **Trowbridge HMA:** between 11,000 and 11,500 dwellings overall, equivalent to 550-575 dpa on average over the 20-year period. This compares to an OAN of 13,500 dwellings identified by the previous SHMA.
- 4.24 Whilst some of the differences between the current figures and the 2017 SHMA are due to changes in the boundaries of the “best fit” HMAs (which now align to Community Area boundaries within Wiltshire), differences in assumptions relating to migration and the uplifts applied to the household projections have also had a notable impact.

Conclusions

- 4.25 The CLG Standard Method identified a minimum LHN of 20,800 dwellings for Swindon and 40,680 dwellings for Wiltshire over the 20-year period 2016-36. However, it will be important to consider whether or not a housing number that is higher than this minimum would be appropriate to use when plan-making.
- 4.26 Based on the analysis above, the employment growth projections identified by the 2017 EDNA would require a larger number of homes to be provided than the minimum LHN in order to ensure there will be sufficient workers to align with the forecast jobs growth without any change to the net commuting rates recorded by the 2011 Census. The authorities will need to consider their response to the evidence which suggests that up to an additional 6,300 dwellings would have to be provided to enable sufficient workers to live in the combined area.

Appendix A

Table of figures

Figure 1: Elements of housing need (Source: CLG, ORS; Note: All figures presented unrounded for transparency)	16
Figure 2: Functional HMAs with LA Boundaries.....	17
Figure 3: Original ‘Best Fit’ HMAs with LA Boundaries	17
Figure 4: Parish-based ‘Best Fit’ HMAs within Wiltshire with Community Area Boundaries (Note: Shaded zones show functional HMAs with “best fit” to parishes; solid blue lines show Community Area boundaries with selected areas labelled)	18
Figure 5: Community Area-based ‘Best Fit’ HMAs (Note: Shaded zones show functional HMAs; solid black lines identify LPA boundaries and “Best Fit” HMA boundaries within Wiltshire)	21
Figure 6: Annual LHN and 20-year Total figures by LA and HMA (Note: Based on 2014-based household projections)	22
Figure 7: Annual LHN and 20-year Total figures by LA and HMA – variant scenario using 10-year migration trends to distribute the Wiltshire LHN between HMAs (Note: Based on 2014-based household projections)	23
Figure 8: Economically Active Residents in Swindon and Wiltshire 2016-2036: Comparison between the 2017 SHMA and the LHN figure (Note: Solid lines based on estimates; dashed lines based on projected population and forecast change in economic activity rate. Both scenarios for Wiltshire include the expected increase in service personnel living in Single Living Accommodation)	25
Figure 9: Change in Economically Active Population 2016-2036 by HMA	26
Figure 10: Change in Economically Active Population working within the Study Area 2016-2036 by HMA (Source: Commuting rates based on 2011 Census. Notes: Excludes additional service personnel living in SLA. Local Authority figures are not available as commuting patterns are considered on a HMA basis).....	26
Figure 11: Commuting flows between HMAs and associated change in workplace population resident in the Study Area (Source: Commuting rates based on 2011 Census. Note: Excludes additional service personnel living in SLA).....	27
Figure 12: Forecast change in Main Jobs and Second Jobs 2016-2036 by HMA (Source: Swindon and Wiltshire Economic Development Needs Assessment 2017)	28
Figure 13: Resident Workers needed to fulfil growth in main jobs by HMA (Source: Commuting rates based on 2011 Census. Notes: All figures exclude additional service personnel living in Single Living Accommodation. Local Authority figures are not available as commuting patterns are considered on a HMA basis).....	28
Figure 14: Alignment between increase in resident workers needed to fulfil growth in main jobs and projected increase based on the LHN by HMA (Notes: All figures exclude additional service personnel living in Single Living Accommodation. The Swindon HMA shortfall has been apportioned pro rata to the jobs growth to establish shortfall figures by LA)	29
Figure 15: Total dwellings needed to align jobs and workers by HMA	29

This page is intentionally left blank

APPENDIX 3

Standard Methodology: Key Variables

A baseline for the local housing needs assessment is set by national household projections. These set a minimum measure of local housing need. They derive from trend based population projections from which a forecast of household numbers can be produced by applying projected household representative rates (average household size).

The baseline is adjusted to take account of affordability. Change in the affordability ratio, the ratio of house prices to earnings, is used to adjust household projections. An annual level of need can be multiplied by the number of years to give an overall figure for new homes over the plan period.

The baseline figure, with affordability adjustment is capped at a 40% increase over the most recent average annual housing requirement figure.

The methodology is expressed in the following equations:

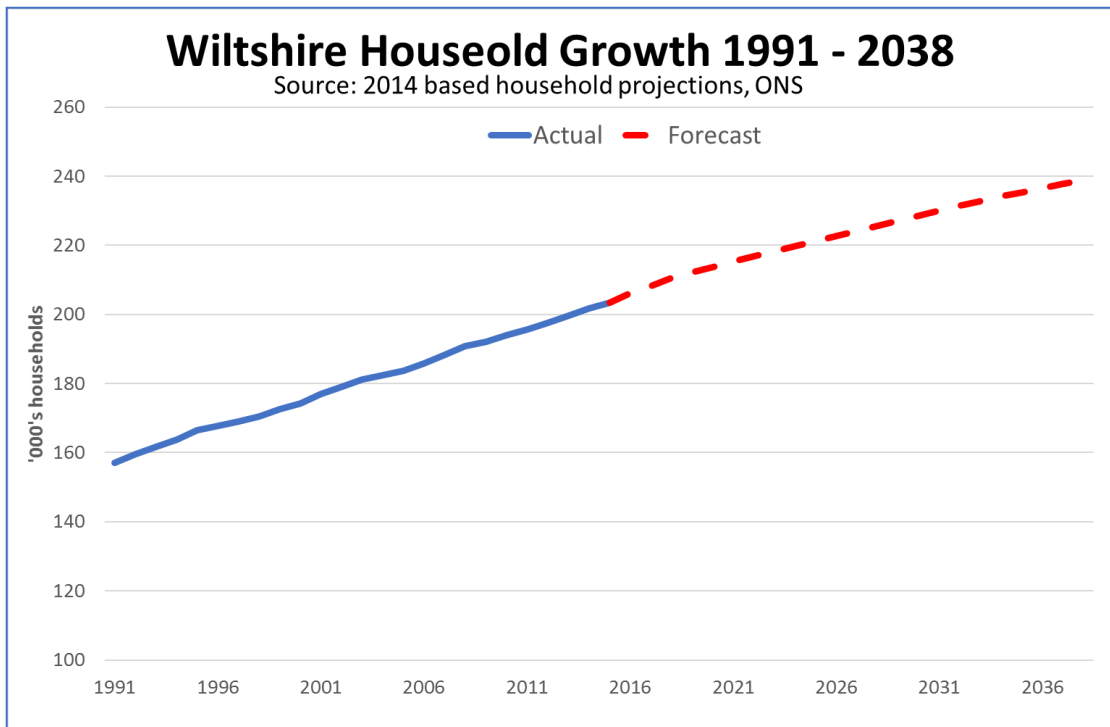
$$\text{Adjustment Factor} = \frac{\text{Local affordability ratio} - 4}{4} \times 0.25$$

$$\text{Local Housing Need} = (1 + \text{adjustment factor}) \times \text{projected household growth}$$

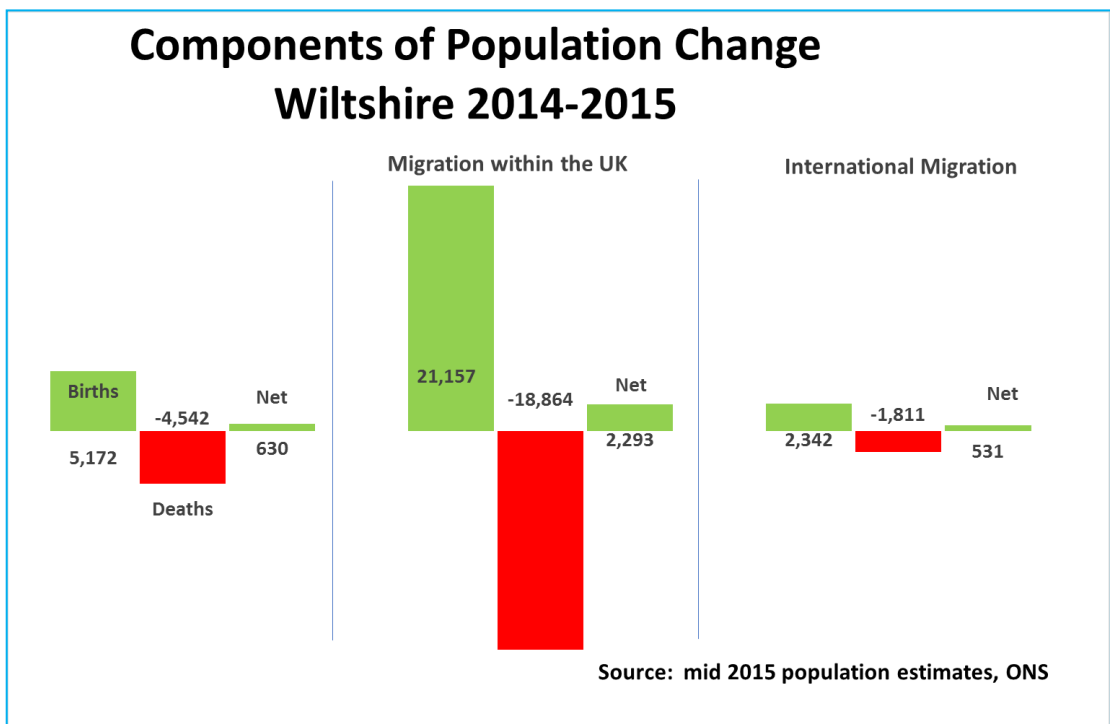
The Council has commissioned consultants ORS to provide Swindon and Wiltshire Local Housing Needs Assessment based on the current form of the methodology. (See Swindon and Wiltshire Local Housing Needs Assessment 2018-2019: Report of Findings (April 2019))

The charts below provide information about the variability of components of the standard method calculation to support the need for flexibility at this stage in plan making.

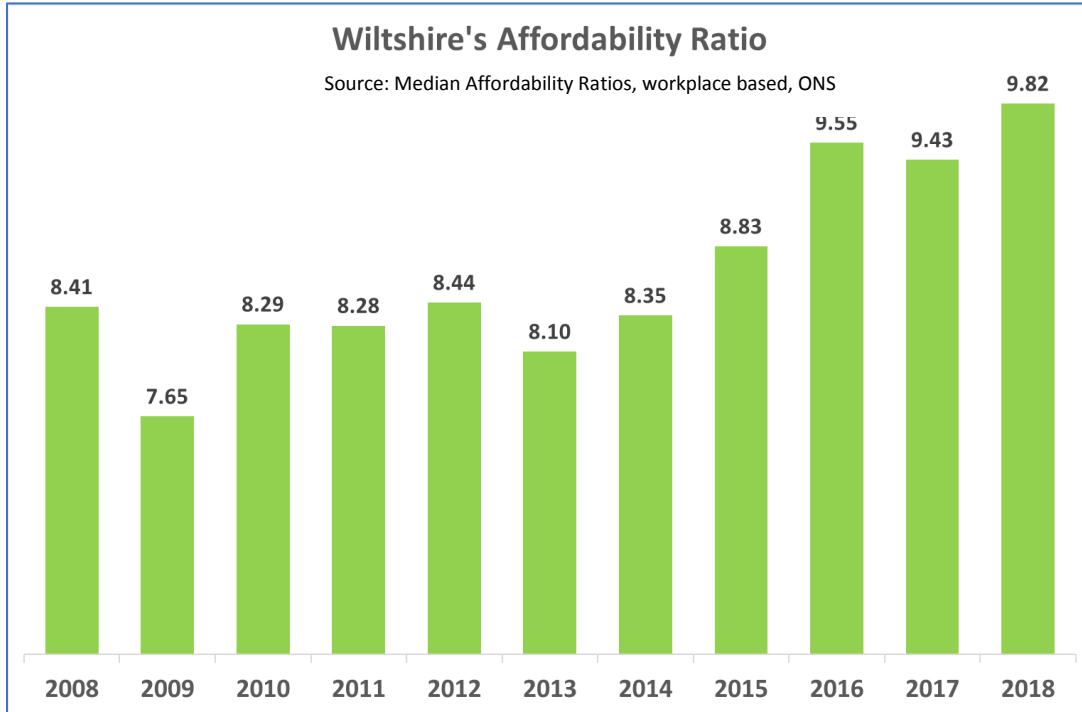
Over the last 25 years or so, the number of households in Wiltshire has increased by between one and a half and two thousand each year. This is predicted to continue.



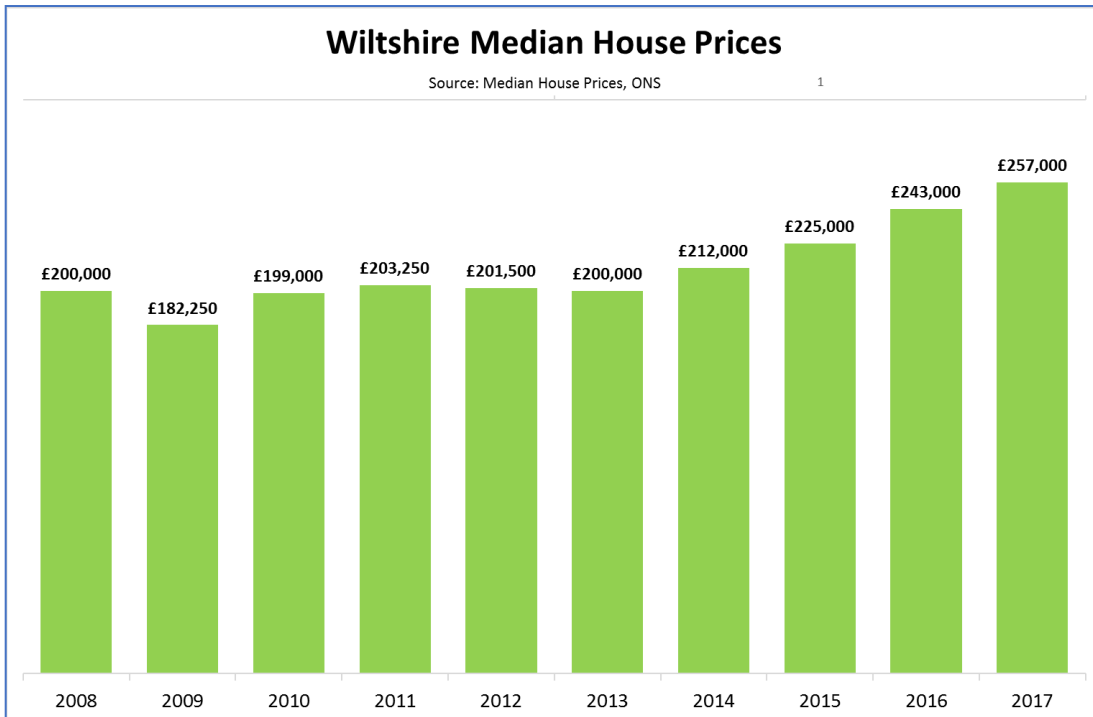
Household change is made up of several components. The different components and their significance are shown in a typical year below:



The affordability ratio for Wiltshire has ranged between seven and a half and ten. In terms of its effect, each half point change alters a housing need assessment by around 50 dwellings a year or a thousand dwellings over the plan period. The pattern of recent affordability ratios is shown below.



Changes are most related to house price movements.



This page is intentionally left blank

APPENDIX 4

Chippenham Housing Market Area – Assessment Summary

Cabinet Version, April 2019

Introduction

- 1.1 As a starting point, the distribution of housing and employment in the adopted Wiltshire Core Strategy (WCS) has been rolled forward. Rolling forward the current strategy, each part of the Housing Market Area (HMA) would accommodate the equivalent share of housing and employment needs as the current WCS. This is used as a basis to help see where there may be better distributions of growth for the period 2016 to 2036.
- 1.2 The extent of the Chippenham HMA is shown below:

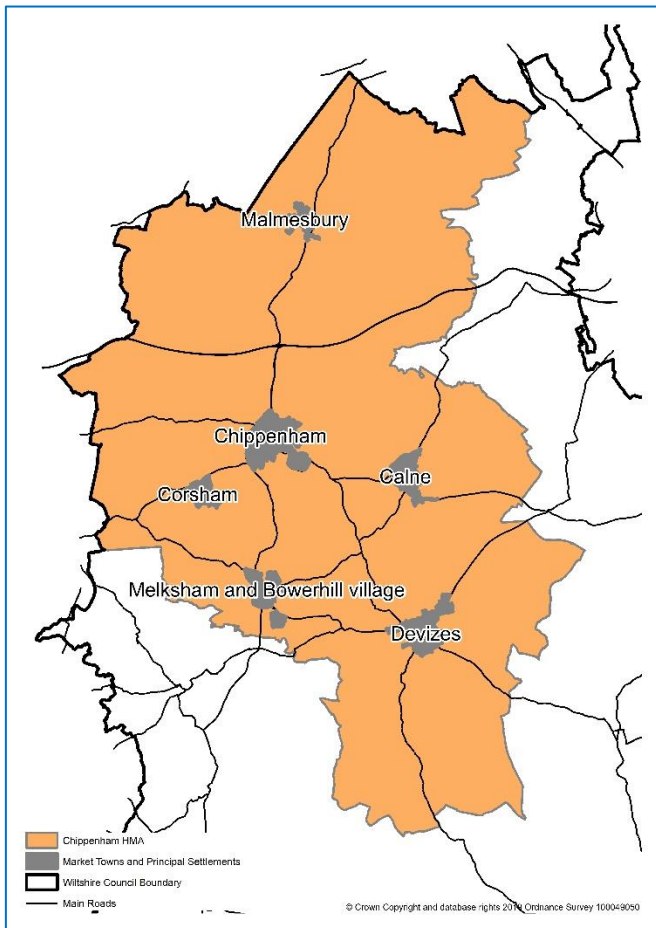


Figure 1: Chippenham Housing Market Area (HMA)

- 1.3 This paper summarises assessments that have been carried out to help identify where an alternative distribution of growth to that currently included in the Wiltshire Core Strategy should be considered. Assessments, however, are not straightforward. Results may indicate a higher level of growth is justified at a settlement because of its economic prospects but may also indicate a lower rate of growth at the same settlement because of the risk of harmful environment impacts. The summary pulls together the results for each settlement to show where it is appropriate to test higher or lower rates of growth than rolling forward the current strategy.
- 1.4 Initial findings were discussed at workshops held with local members, town and parish councils and representatives of neighbourhood plan groups. Matters raised in these discussions have helped to inform alternative development strategies.

- 1.5 A set of alternative development strategies have been developed that highlight different choices about the distribution of future growth. It includes taking forward the current strategy. They will now be tested against each other in more detail and will help to decide a preferred way forward for the local plan review.

Rolling forward the current strategy

- 2.1 The assessments test rolling forward the pattern of development of the current strategy aligned to the Housing Market Areas (HMA) proposed in the Swindon and Wiltshire Strategic Housing Market Assessment 2017, refreshed January 2019. Using this new evidence of forecast needs for more homes¹ and fresh land for employment², each settlement within the HMA has the same share of growth as the current strategy. Rolling forward the current strategy produces the following requirements for the period 2016-2036 (Table 1).
- 2.2 Evidence suggests a substantial increase in the need for new homes in the Chippenham HMA. There would be a 43% increase. There would be an 8% reduction in the amount of employment land planned for in the next 20 years in this HMA (except Malmesbury which forms part of the Swindon Functional Economic Market Area where the balance of demand and supply is different).
- 2.3 At face value, continuing the current strategy would result in planning for more homes but less employment land compared to the period 2006-2026. The WCS strategy, however, deliberately allocated a large amount of land for employment in excess of assessed need. It allowed business greater choice and flexibility and to encourage local economic growth. Whether to continue this approach is one of the questions for the review.

Principal Settlement/Market Town	Wiltshire Core Strategy 2006-2026		Rolling Forward for 2016 – 2036	
	Housing Dwellings	Employment Hectares	Housing Dwellings	Employment Hectares
Chippenham	4510	28	2050	25.7
Malmesbury	885	5	6440	7.2
Calne	1440	6	1740	5.5
Corsham	1220	6	2870	5.5
Devizes	2010	9.9	1260	5.5
Melksham	2240	6	3200	7.2
Rest of HMA	2060	1.6	2840	2.9
Total	14365	62.5	20400	61.4

Table 1 Housing and Employment Requirements - Rolling forward the current strategy for 2016 - 2036

¹ Swindon and Wiltshire Strategic Market Assessment, ORS, (2017), refreshed January 2019

² Functional Economic Market Assessment, HJA (2017) and Wiltshire Employment Land Review, HJA (2018)

Assessment Method

- 3.1 The assessments look at potential impacts upon each place and how actual development trends compare to what was anticipated by the WCS. So, looking to roll forward the current strategy, involves looking at what additional land requirements there would be for growth over and above what can already be accounted for (i.e. homes completed since 2016, outstanding planning consent or plan allocations). The results of the 2017 public consultation also help to highlight where alternatives may need to be considered because of new issues and opportunities. As mentioned above, the result of each assessment method might indicate a higher or lower rate of growth in the future for a particular settlement. The assessment takes into consideration economic, social and environmental factors as well as delivery and infrastructure constraints.

Potential impacts <i>Place based assessment</i>	Development trends <i>Assessment of different scales of growth</i>
<p>Biodiversity: what is the risk of harming local biodiversity</p> <p>(Source: advice from specialists based on published information)</p>	<p>Trends: How does forecast housing need compare with what has actually happened?</p> <p>(Source: implied future rates of development compared to actual past rates)</p>
<p>Landscape: what are the risks of harm to the character and attractiveness of the local landscape</p> <p>(Source: advice from specialists based on published information)</p>	<p>Land availability: Is there land to continue the current strategy?</p> <p>(Source: future scale of housing and employment need compared to the amount already committed)</p>
<p>Heritage: what is the risk of harming heritage assets?</p> <p>(Source: advice from specialists based on published information)</p>	<p>Economy: housing and employment</p> <p>Do economic forecasts predict a need for more employment land or new homes than the current strategy?</p> <p>(Source: rolling forward the current distribution of development compared to forecast pattern of job growth)</p>
<p>Flooding: what is the likelihood of unacceptable risks of flooding</p> <p>(Source: advice from specialists based on published information)</p>	<p>Social: population and affordable housing</p> <p>Are homes provided where people live and where there are the most needs for affordable homes?</p> <p>(Source: rolling forward the current strategy compared to the distribution of the population and registered needs for affordable homes)</p>
<p>Infrastructure: can the current strategy be supported by secondary school capacity and the local transport network?</p> <p>(Source: advice from specialists based on published information. An estimate of the number of years until secondary capacity is reached.)</p>	

<p>Consultation responses: what are the new issues and opportunities?</p> <p>(Source: summary reports of public consultation)</p>	
--	--

Table 2 Assessments

Results

4.1 The results collated in relation to the ‘place based assessment’ and ‘potential scales of growth’ are summarised in the table so an informed judgement can be made about what alternatives to test - RAG rating is used to indicate potential for growth. For example, a settlement might accommodate less growth because of the high risk of unacceptable impacts on a nationally protected habitat. The assessment may show little evidence to change the current strategy, but in some cases the results could also pull in opposing directions. There may be forecasts to support increased growth, but environmental or infrastructure constraints also suggest less.

Principal Settlement/Market Town	Place based assessment							Assessment of potential scales of growth					
	Environmental aspects				Infrastructure			Deliverability		Economic aspects		Social aspects	
	Biodiversity	Landscape	Heritage	Flooding	Education	Transport	Consultation	Trends	Land availability	Housing	Employment	Population	Affordability
Calne	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Red	Yellow	Yellow	Red	Red	Yellow	Green
Chippenham	Green	Green	Green	Yellow	Yellow	Red	Green	Red	Green	Green	Red	Red	Yellow
Corsham	Red	Red	Red	Red	Green	Green	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow
Devizes	Red	Red	Red	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Green
Malmesbury	Green	Red	Red	Red	Red	Green	Red	Yellow	Red	Green	Red	Yellow	Yellow
Melksham	Green	Green	Green	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Green	Yellow	Red
Rest of HMA	n/a					Red	Green	Yellow	Green	Yellow	Green	Green	Red

Indicators for growth	
Higher	Green
Neither higher or lower	Yellow
Lower	Red
No information	

Table 3 Summary of results

4.2 The following table provides in summary, the conclusion of the assessment process. It suggests alternatives that should include the following:

Principal Settlement/Market Town	Summary conclusion	Higher or Lower than rolling forward the current strategy
Chippenham	Environmentally, the area is less constrained than elsewhere.	Higher

	<p>Consultation responses point toward alternatives for a larger scale development and higher rates of growth that would involve significant infrastructure investment and a relief road connection off the A4 to A350. This might help to mitigate transport concerns. An alternative strategy that supported this approach can be tested.</p> <p>Employment growth prospects also indicate some scope to consider higher rates of growth, on the basis that business and job growth has been suppressed because of a lack of land available for development. It would be appropriate to include an alternative strategy with growth higher than rolling forward the current one.</p>	
Malmesbury	<p>Good prospects for continued economic growth contrasts with extensive environmental constraints. Constraints extend to local infrastructure and a relatively restricted pool of land available for further development.</p> <p>Consultation responses divided between higher and lower growth, largely taking either side of conflict along economic versus environmental lines.</p> <p>Rolling forward the current strategy involves a pro-rata increase on past requirements. In this context it would be appropriate to test a strategy that included a lower rate of growth.</p>	Lower
Calne	<p>Environmentally, there appear to be no fundamental barriers.</p> <p>Local infrastructure capacity seems in a similar position. Public consultation raised concern over recent rates of growth and further development pressures, pointing to the dormitory role of the town. Developer interest in the town continues.</p> <p>Prospects for economic growth do not appear to match the scale of housing growth envisaged rolling forward the current strategy. This would underline concern expressed over the changing character of the town.</p> <p>Rolling forward the current strategy also involves a pro-rata increase on past requirements. In this context it would be appropriate to test a strategy that included a lower rate of growth.</p>	Lower
Corsham	<p>The settlement appears the most environmentally constrained of all the main settlements in the HMA.</p> <p>Economic prospects would, however, appear to suggest higher rates of growth. Public consultation also recognised that an alternative with higher rates of growth than continuing the current strategy could be linked to transport investment (a rail station, better inter urban bus services). Neither land availability nor affordable housing need, however, support higher growth strongly.</p>	Lower

	Rolling forward the current strategy also involves a pro-rata increase on past requirements. In this context it would be appropriate to test a strategy that included a lower rate of growth.	
Devizes	<p>The town is amongst the more environmentally constrained in the HMA and the pool of potential land opportunities appears to be relatively limited.</p> <p>Consultation highlighted a priority to deliver local employment. Air quality was also a concern. There was a view that larger sites might help deliver new roads to help to tackle it. There also appears to be a relatively significant need for affordable homes.</p> <p>Prospects for employment growth do not seem to match rolling forward the current strategy and trends seem to align with concern over local employment. Rolling forward the current strategy involves a pro-rata increase on past requirements. In this context it would be appropriate to test a strategy that included a lower rate of growth.</p>	Lower
Melksham	<p>Environmentally, the area is less constrained than elsewhere. A strand of consultation responses considered the town in the same vein as Chippenham, as a candidate for a large scale and long term strategy and higher growth rates than current strategy. Overall trends do not bear this out strongly, with the significant exception of economic prospects pointing to growth higher than rolling forward the current strategy. However, compared to other settlements in the HMA there was less need for affordable housing.</p> <p>Given relatively less environmental constraints and stronger than average economic growth prospects, it would be appropriate to include an alternative strategy with growth higher than rolling forward the current one.</p>	Higher
Rest of HMA	<p>It is not possible to gauge environmental constraints over such a wide area. Rolling forward the current strategy would retain a focus on growth at main settlements. Some consultation responses suggested a less restrictive approach on two counts; to better support local communities and to widen the mix of sites helping to enable housing delivery.</p> <p>Employment prospects, past trends and housing needs all suggest higher scales of development than rolling forward the current strategy. Even in the context of a pro-rata increase on past requirements by rolling forward the current strategy, it would be appropriate to test an alternative with higher rates of growth at rural settlements.</p>	Higher

Table 4 Summary of conclusions

Summary of Town and Parish Workshops on Distribution of Growth

5.1 Informal consultation took place between October and November 2018 with local members, town and parish councils and representatives of neighbourhood plan groups. The initial results outlined in

Table 4 were discussed. The outcome of the consultation is summarised below. These comments have influenced the development of alternative development strategies.

Settlement	Summary
Calne	<p>The exercise emphasised a general consensus to prioritise employment growth given recent failures to deliver this alongside housing. In terms of new housing, concern was voiced that it may add to current infrastructure constraints without providing any solutions. Options for higher growth were discussed to enable the delivery of road infrastructure to relieve congestion in the town centre and AQMA within the town. Alternatively, options for lower growth were also discussed to try and avoid a worsening of the current situation.</p> <p>Higher growth options are represented in levels to meet increased assessed need (see Table 1 above). It would also be appropriate to test lower growth options.</p>
Chippenham	<p>Potential for significant growth supported by strategic road investment that could form a new boundary to the town on the east and south was recognised by some; integral to this was high quality design with green infrastructure and recreation routes linking existing community to countryside. Areas were identified that could accommodate the residual level of growth identified at this stage. There was a broad move to place development towards the south and south east of the town with the remaining numbers being accommodated by the odd site around the periphery of the settlement boundary along with a significant number within the town itself in the form of brownfield development. However, a number of potential constraints were highlighted in attempting to accommodate the level of growth being proposed including the loss of agricultural land, impacts on air pollution, building in flood risk zones (and the impact of climate change on this constraint), traffic congestion, the capacity of the road infrastructure to adapt and accommodate this level of growth along with concerns over the viability of the solutions to the current levels of congestion within the town. There was more support for a southern link road which was seen as a more viable solution to relieve current congestion.</p> <p>There were no additional, previously unidentified, constraints and issues to suggest higher growth options should not be tested.</p>
Corsham	<p>Discussions identified that new housing should be located with good access to town centre facilities which supported existing public transport and was a reasonable distance to primary schools. However, it was also identified that the proposed growth may lead to existing facilities and road infrastructure becoming increasingly under pressure, with the Corsham Train Station considered unlikely. Furthermore, there were concerns that the community feel and quality of life would be worsened due to the potential development of open space and large housing estates.</p>

	<i>The range of concerns put forward supported assessment thus far and testing lower growth option.</i>
Devizes	<p>The exercise emphasised a concern over infrastructure capacity, specifically road infrastructure. It was also identified that when accommodating housing growth, new facilities should be delivered alongside the development, namely but not exclusively, road infrastructure, medical and education provision.</p> <p>The range of concerns put forward supported assessment thus far, emphasising issues with local infrastructure capacity and support for testing a lower growth option.</p>
Malmesbury	<p>It was agreed that the housing figure identified was appropriate for the town given the number of constraints that were highlighted. Land was identified at Malmesbury, using a combination of brownfield sites, some already being promoted for redevelopment, to accommodate the current indicative figure. Concerns were voiced over the capacity of education, impact on abbey views and the need for better transport infrastructure including car parking provision.</p> <p>Generally supported the assessment thus far and that it would also be appropriate to test lower growth options.</p>
Melksham	<p>It was felt that the town had taken significant growth in recent years with a lack of infrastructure including medical provision. The importance of delivering infrastructure before any large scale future growth could be accommodated was emphasised. This included a specific focus on the provision of an eastern bypass, without which it was felt development would be difficult to accommodate. Other constraints included education provision (and the need for a new secondary school) and the improvement of transport infrastructure, not only roads but also sustainable transport options and the improvement of the railway station.</p> <p>There were no additional, previously unidentified, constraints to suggest that higher growth options should not be tested where these included significant infrastructure provision, notably the possibility of an eastern bypass.</p>

Alternative Development Strategies

- 6.1 Based on the results of these assessments and consultation with town and parish councils, the following alternatives have been developed. They are expressed as alternative distributions of housing and employment requirements for Principal Settlements, Market Towns and rest of the HMA. Development in the rest of the HMA would be focussed primarily toward designated Large Villages and Local Service Centres. Alongside requirements a residual figure shows the scale of

development that would need to be accommodated over the period to 2036 once current commitments have been take into account.

Alternative Development Strategy	Description																																																												
OPTION CH-A Roll forward the Wiltshire Core Strategy Distribution of homes and jobs	Housing and employment land requirements are distributed pro-rata rolling forward the current strategy. Housing requirements are increased pro-rata to match a higher assessment of housing needs.																																																												
	<table border="1"> <thead> <tr> <th colspan="5">2016-2036</th> </tr> <tr> <th></th> <th>Housing</th> <th></th> <th>Employment</th> <th></th> </tr> <tr> <th>Settlement Area</th> <th>Requirement</th> <th>Residual</th> <th>Requirement</th> <th>Residual</th> </tr> <tr> <th></th> <th colspan="2"><i>Dwellings</i></th> <th colspan="2"><i>Hectares</i></th> </tr> </thead> <tbody> <tr> <td>Calne</td> <td>2050</td> <td>859</td> <td>5.5</td> <td>5</td> </tr> <tr> <td>Chippenham</td> <td>6441</td> <td>1830</td> <td>25.7</td> <td>-</td> </tr> <tr> <td>Corsham</td> <td>1740</td> <td>1266</td> <td>5.5</td> <td>2</td> </tr> <tr> <td>Devizes</td> <td>2870</td> <td>2023</td> <td>9.1</td> <td>-</td> </tr> <tr> <td>Malmesbury</td> <td>1260</td> <td>714</td> <td>7.2</td> <td>-</td> </tr> <tr> <td>Melksham</td> <td>3199</td> <td>1849</td> <td>5.5</td> <td>2</td> </tr> <tr> <td>Rest of HMA</td> <td>2840</td> <td>1471</td> <td>2.9</td> <td>-</td> </tr> <tr> <td>Total</td> <td>20400</td> <td>10012</td> <td>61.4</td> <td>9</td> </tr> </tbody> </table>	2016-2036						Housing		Employment		Settlement Area	Requirement	Residual	Requirement	Residual		<i>Dwellings</i>		<i>Hectares</i>		Calne	2050	859	5.5	5	Chippenham	6441	1830	25.7	-	Corsham	1740	1266	5.5	2	Devizes	2870	2023	9.1	-	Malmesbury	1260	714	7.2	-	Melksham	3199	1849	5.5	2	Rest of HMA	2840	1471	2.9	-	Total	20400	10012	61.4	9
2016-2036																																																													
	Housing		Employment																																																										
Settlement Area	Requirement	Residual	Requirement	Residual																																																									
	<i>Dwellings</i>		<i>Hectares</i>																																																										
Calne	2050	859	5.5	5																																																									
Chippenham	6441	1830	25.7	-																																																									
Corsham	1740	1266	5.5	2																																																									
Devizes	2870	2023	9.1	-																																																									
Malmesbury	1260	714	7.2	-																																																									
Melksham	3199	1849	5.5	2																																																									
Rest of HMA	2840	1471	2.9	-																																																									
Total	20400	10012	61.4	9																																																									
OPTION CH-B Chippenham Expanded Community	<p>Corsham, Calne, Devizes, Malmesbury and Melksham continue WCS scales of growth, which is lower than rolling forward the current strategy. The rest of the HMA accommodates a scale equivalent to rolling forward the current strategy. This approximates to past rates of development in the rural area.</p> <p>Chippenham is the main focus for growth based on a concept of an expanded community that more than doubles the WCS allocation. One option would be for the alternative to be underwritten by a successful bid for Government Housing Infrastructure Funding.</p> <p>For employment, the strategy responds to the conclusions of the Employment Land Review that new employment land should be considered at Chippenham and consultation concerns about the lack of employment in Calne.</p>																																																												
	<table border="1"> <thead> <tr> <th colspan="5">2016-2036</th> </tr> <tr> <th></th> <th>Housing</th> <th></th> <th>Employment</th> <th></th> </tr> <tr> <th>Settlement Area</th> <th>Requirement</th> <th>Residual</th> <th>Requirements</th> <th>Residual</th> </tr> <tr> <th></th> <th colspan="2"><i>Dwellings</i></th> <th colspan="2"><i>Hectares</i></th> </tr> </thead> <tbody> <tr> <td>Calne</td> <td>1440</td> <td>249</td> <td>2</td> <td></td> </tr> <tr> <td>Chippenham</td> <td>9765</td> <td>5154</td> <td>7</td> <td></td> </tr> <tr> <td>Corsham</td> <td>1220</td> <td>746</td> <td>-</td> <td></td> </tr> <tr> <td>Devizes</td> <td>2010</td> <td>1163</td> <td>-</td> <td></td> </tr> <tr> <td>Malmesbury</td> <td>885</td> <td>339</td> <td>-</td> <td></td> </tr> <tr> <td>Melksham</td> <td>2240</td> <td>890</td> <td>-</td> <td></td> </tr> <tr> <td>Rest of HMA</td> <td>2840</td> <td>1471</td> <td>-</td> <td></td> </tr> </tbody> </table>	2016-2036						Housing		Employment		Settlement Area	Requirement	Residual	Requirements	Residual		<i>Dwellings</i>		<i>Hectares</i>		Calne	1440	249	2		Chippenham	9765	5154	7		Corsham	1220	746	-		Devizes	2010	1163	-		Malmesbury	885	339	-		Melksham	2240	890	-		Rest of HMA	2840	1471	-						
2016-2036																																																													
	Housing		Employment																																																										
Settlement Area	Requirement	Residual	Requirements	Residual																																																									
	<i>Dwellings</i>		<i>Hectares</i>																																																										
Calne	1440	249	2																																																										
Chippenham	9765	5154	7																																																										
Corsham	1220	746	-																																																										
Devizes	2010	1163	-																																																										
Malmesbury	885	339	-																																																										
Melksham	2240	890	-																																																										
Rest of HMA	2840	1471	-																																																										

	Total	20400	10012	9	
OPTION CH-C Melksham Focus	<p>Rather than WCS scales of growth, rates of development at Calne, Corsham, Devizes and Malmesbury are 'capped' to a 40% increase on the WCS as a deliverable response to the much higher assessment of local housing need.</p> <p>The rate of development at Chippenham rolls forward the current strategy uncapped, reflecting its prospects for future growth and as a response to past suppressed demand.</p> <p>Melksham has a focus for growth, continuing its recent track record. One option would be to see new homes supported by the provision of new road infrastructure.</p> <p>For employment, the strategy responds to the conclusions of the Employment Land Review that there is a case for new allocations in Melksham and Corsham.</p>				
	2016-2036				
		Housing		Employment	
Settlement Area	Requirement	Residual	Requirement	Residual	
	<i>Dwellings</i>		<i>Hectares</i>		
Calne	2015	825	-		
Chippenham	6440	1829	-		
Corsham	1710	1234	4		
Devizes	2815	1967	-		
Malmesbury	1240	693	-		
Melksham	3390	2044	5		
Rest of HMA	2790	1420	-		
Total	20400	10012	9		

This page is intentionally left blank

APPENDIX 5

Salisbury Housing Market Area – Assessment Summary

Cabinet Version, April 2019

Introduction

- 1.1 As a starting point, the distribution of housing and employment in the adopted Wiltshire Core Strategy (WCS) has been rolled forward. Rolling forward the current strategy, each part of the Housing Market Area (HMA) would accommodate the equivalent share of housing and employment needs as the current WCS. This is used as a basis to help see where there may be better distributions of growth for the period 2016 to 2036.
- 1.2 The extent of the Salisbury HMA is shown below:

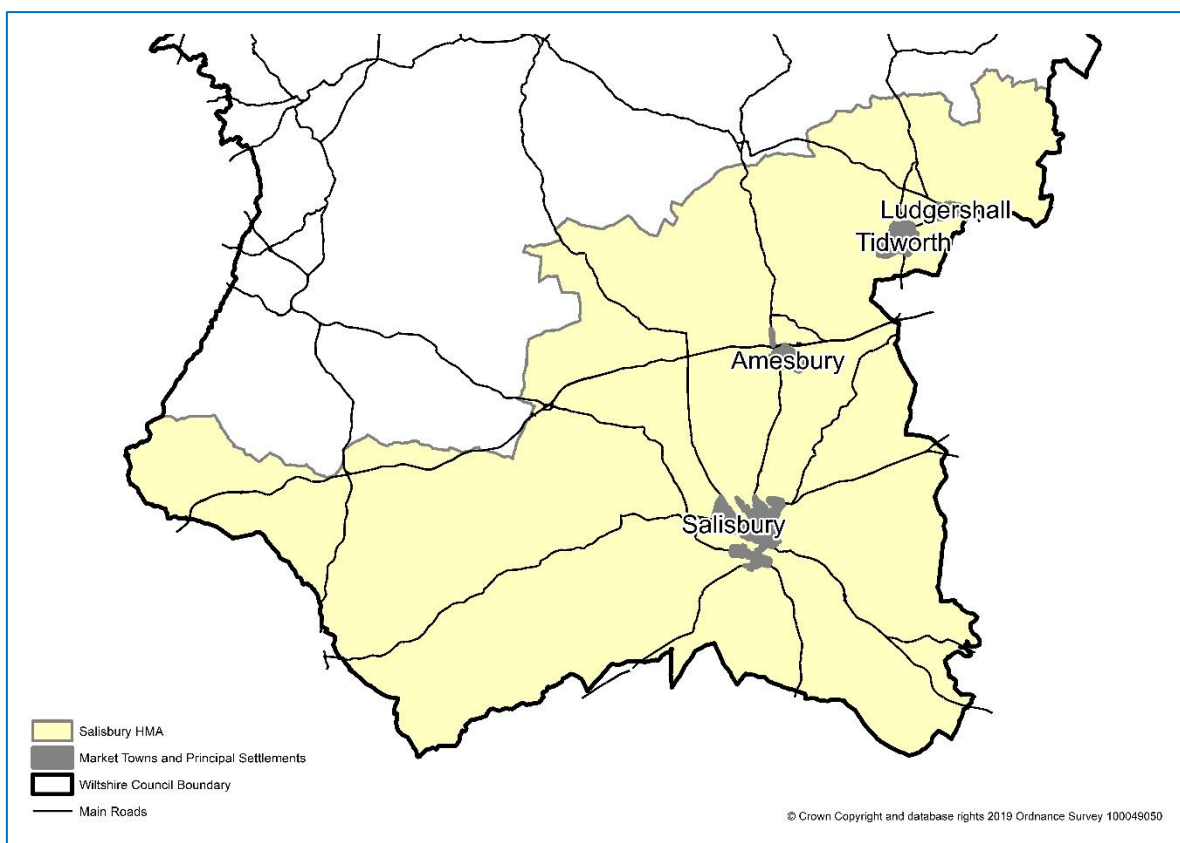


Figure 1 Salisbury HMA

- 1.3 This paper summarises assessments that have been carried out to help identify where an alternative distribution of growth to that currently included in the Wiltshire Core Strategy should be considered. Assessments, however, are not straightforward. Results may indicate a higher level of growth is justified at a settlement because of its economic prospects but may also indicate a lower rate of growth at the same settlement because of the risk of harmful environment impacts. The summary pulls together the results for each settlement to show where it is appropriate to test higher or lower rates of growth than rolling forward the current strategy.
- 1.4 Initial findings were discussed at workshops held with local members, town and parish councils and representatives of neighbourhood plan groups. Matters raised in these discussions have helped to inform alternative development strategies.
- 1.5 A set of alternative development strategies have been developed that highlight different choices about the distribution of future growth. It includes taking forward the current strategy. They will now be

tested against each other in more detail and will help to decide a preferred way forward for the local plan review.

Rolling Forward the Current Strategy

- 2.1 The assessments test rolling forward the pattern of development of the current strategy aligned to the Housing Market Areas (HMA) proposed in the Swindon and Wiltshire Strategic Housing Market Assessment 2017, refreshed January 2019. Using this new evidence of forecast needs for more homes¹ and fresh land for employment², each settlement within the HMA has the same share of growth as the current strategy. Rolling forward the current strategy produces the following requirements for the period 2016-2036 (Table 1).

Principal Settlement/Market Town	Wiltshire Core Strategy 2006-2026		Rolling Forward for 2016 – 2036	
	Housing	Employment	Housing	Employment
	<i>Dwellings</i>	<i>Hectares</i>	<i>Dwellings</i>	<i>Hectares</i>
Salisbury/Wilton	6060	28	5390	28.8
Tidworth/Ludgershall	1750	12	1555	12
Amesbury	2440	7	2170	7.2
Rest of HMA	2090	11.4	1860	11.7
Total	12340	58.4	10965	60

Table 1 Rolling forward the current strategy

- 2.2 Evidence suggests a decrease in the need for new homes in the Salisbury HMA. There would be around a 11% decrease compared to rates of housing development proposed in the Wiltshire Core Strategy. Employment land requirements would increase by 2%.
- 2.3 At face value, much of the need for new homes and employment will be met by the current supply of identified land. This however may not be appropriate. The location of sites for housing may need to better match the distribution of need. Sites in the current land supply may have become unsuitable. So for example, redevelopment proposals for the Churchfields area of Salisbury, currently an allocation of the WCS, are uncertain. Other circumstances will have changed and issues arisen since the WCS was adopted. How much to rely on the current strategy needs to be reviewed.

Assessment Method

- 3.1 The assessments look at potential impacts upon each place and how development trends compare to those anticipated by the new evidence. Impacts involve looking at what additional land requirements there would be for growth over and above what can already be accounted for with planning consent or plan allocations. The results of public consultation also help to highlight where alternatives may need to be considered because this has raised new issues and opportunities. As mentioned above, the result of each assessment method might indicate a higher or lower rate of

¹ Swindon and Wiltshire Strategic Market Assessment, ORS, (2017)

² Functional Economic Market Assessment, HJA (2017) and Wiltshire Employment Land Review, HJA (2018)

growth in the future for a particular settlement. The assessment takes into consideration economic, social and environmental factors as well as delivery and infrastructure constraints, as follows:

Potential impacts <i>Place based assessment</i>	Development trends <i>Assessment of different scales of growth</i>
<p>Biodiversity: what is the risk of harming local biodiversity</p> <p>(Source: advice from specialists based on published information)</p>	<p>Trends: How does forecast housing need compare with what has actually happened?</p> <p>(Source: implied future rates of development compared to actual past rates)</p>
<p>Landscape: what are the risks of harm to the character and attractiveness of the local landscape</p> <p>(Source: advice from specialists based on published information)</p>	<p>Land availability: Is there land to continue the current strategy?</p> <p>(Source: future scale of housing and employment need compared to the amount already committed)</p>
<p>Heritage: what is the risk of harming heritage assets?</p> <p>(Source: advice from specialists based on published information)</p>	<p>Economy: housing and employment</p> <p>Do economic forecasts predict a need for more employment land or new homes than the current strategy?</p> <p>(Source: rolling forward the current distribution of development compared to forecast pattern of job growth)</p>
<p>Flooding: what is the likelihood of unacceptable risks of flooding</p> <p>(Source: advice from specialists based on published information)</p>	<p>Social: population and affordable housing</p> <p>Are homes provided where people live and where there are the most needs for affordable homes?</p> <p>(Source: rolling forward the current strategy compared to the distribution of the population and registered needs for affordable homes)</p>
<p>Infrastructure: can the current strategy be supported by secondary school capacity and the local transport network?</p> <p>(Source: advice from specialists based on published information. An estimate of the number of years until secondary capacity is reached.)</p>	
<p>Consultation responses: what are the new issues and opportunities?</p> <p>(Source: summary reports of public consultation)</p>	

Table 2 Assessments

Results

4.1 The results collated in relation to the ‘place based assessment’ and ‘potential scales of growth’ are summarised in the table so an informed judgement can be made about what alternatives to test - RAG

rating is used to indicate potential for growth. For example, a settlement might accommodate less growth because of the high risk of unacceptable impacts on a nationally protected habitat. The assessment may show little evidence to change the current strategy, but in some cases the results could also pull in opposing directions. There may be forecasts to support increased growth, but environmental or infrastructure constraints also suggest less.

	Place based assessment							Assessment of Potential scales of growth					
	Environmental aspects				Infrastructure			Deliverability		Economic aspects		Social aspects	
	Biodiversity	Landscape	Heritage	Flooding	Education	Transport	Consultation	Trends	Land availability	Housing	Employment	Population	Affordability
Salisbury and Wilton	Green	Green	Green	Yellow	Yellow	Green	Yellow	Red	Green	Green	Red	Green	Green
Amesbury	Green	Green	Yellow	Green	Red	Yellow	Yellow	Green	Green	Red	Green	Red	Red
Tidworth and Ludgershall	Green	Green	Green	Yellow	Green	Green	Green	Red	Green	Red	Red	Red	Red
Rest of HMA							Green	Green	Yellow	Green	Green	Green	Green

Indicators for growth	
Higher	Green
Neither higher or lower	Yellow
Lower	Red
No information	

Table 3 Summary of results

4.2 The following table provides in summary, the conclusion of the assessment process. It suggests alternatives that should include the following:

Locations	Summary conclusion	Higher or Lower than rolling forward the current strategy
Salisbury and Wilton	<p>Public consultation responses showed concern to support the City’s economic base and evidence of sustained pressures for development. Many were also concerned that the City could not support further growth both environmentally and in terms of infrastructure. Flood risk is a potential risk</p> <p>Despite lower growth forecast for employment compared to current strategy levels, and poor past performance, it would be sensible to test a higher growth alternative, at least in terms of housing provision, recognising local needs for affordable housing and recognising continued pressures for development. This also recognises levels of existing employment and housing land supply; the level of housing commitments is so significant³ that it is not reasonable to test a growth alternative that is too low.</p>	Higher

³ This is the case even if the Churchfields site were excluded from consideration and 1000 dwellings are removed from the supply of developable land

Amesbury	<p>Economic forecasts indicate a smaller share of housing growth, although there is a strong track record of employment and housing delivery. Rolling forward the current strategy involves a lower assessment of overall need sufficient to test a continuation of recent growth rates.</p> <p>There are heritage and landscape risks and education capacity may also be a constraint. It would instead be sensible to test a period of consolidation that plans for a lower rate of growth. Again, however, scope is limited by the scale of land already in the pipeline.</p>	Lower
Tidworth and Ludgershall	<p>Economic forecasts as well as population and housing needs assessments suggest a substantially smaller share of HMA growth. Housing delivery has not been strong despite a significant supply of land. It would be appropriate to test a lower rate of growth, although, as elsewhere, scope to do so may be restricted by the current level of housing commitments.</p>	Lower
Rest of HMA	<p>The vast majority of indicators support testing a higher share of HMA growth. This could take a combination of possible forms: of a more dispersed pattern of growth; a focus on business cluster locations (Porton Down and Boscombe) or the opportunity for a new settlement.</p>	Higher

Table 4 Summary of conclusions

Summary of Town and Parish Workshops on Distribution of Growth

- 5.1 Informal consultation took place between October and November 2018 with local members, town and parish councils and representatives of neighbourhood plan groups. The initial results outline in Table 4 were discussed. The outcome of the consultation is summarised below. These comments have influenced the development of alternative development strategies.

Settlement	Summary
Amesbury/New settlement	<p>A lot of the discussion was focused around a new settlement - therefore higher growth scenario - and that such a proposition could benefit from self-containment, possibly also aiding a rail station at Porton (or that vicinity). Conversely it was suggested that the A303 might be put under pressure, perhaps in spite of imminent duelling west of Amesbury. Concerns were expressed about the value of biodiversity and landscape at the locations identified. A second discussion raised the prospect of a new settlement at Lopcombe Corner – some distance from Amesbury - which would afford good access to Porton Down and Salisbury; however environmental constraints were once again noted.</p>
Salisbury and Wilton	<p>There was thought to be limited scope for development at the principal settlement in the HMA, with some identified around Wilton. Odstock Hospital area inter alia was mentioned, with the opportunity to provide specialist accommodation at that location. A general consideration was around how the evening economy might be expanded / maximised. Under higher growth scenarios, the question raised was around how the Hospital and transport infrastructure might cope.</p>

Tidworth-Ludgershall	It was believed that land might exist for 500-600 new homes across the two towns. This would constitute a higher growth scenario. However, such growth levels would require attention to job and retail provision.
-----------------------------	--

Alternative Development Strategies

6.1 Based on the results of these assessments and consultation with town and parish councils, the following alternatives have been developed. They are expressed as alternative distributions of housing and employment requirements for Principal Settlements, Market Towns and rest of the HMA. Development in the rest of the HMA would be focussed primarily toward designated Large Villages and Local Service Centres. Alongside requirements a residual figure shows the scale of development that would need to be accommodated over the period to 2036 once current completions and commitments have been taken into account.

Alternative Development Strategy	Description				
OPTION SA-A Roll forward the Wiltshire Core Strategy Distribution of homes and jobs	Housing and employment land requirements are distributed pro-rata rolling forward the current strategy. Housing requirements are increased pro-rata to match a higher assessment of housing needs.				
	2016-2036				
		Housing		Employment	
Settlement Area	Requirement	Residual		Requirement	Residual
	<i>Dwellings</i>			<i>Hectares</i>	
Salisbury/Wilton	5390	489		28.8	8
Amesbury	2170	941		7.2	-
Tidworth/Ludgershall	1555	345		12	2
Rest of HMA	1855	875		11.7	-
Total	10975	2745		60	10
OPTION SA-B Focus on Salisbury	Scales of housing development at Amesbury, Tidworth and Ludgershall are constrained to current levels of commitments. Rates for the rest of the HMA, outside Salisbury, declines in line with the lower housing need assessment. i.e. – 11%. The residual need is then focussed at Salisbury.				
	For employment, the strategy responds to the conclusions of the Employment Land Review that new employment land should be considered at Salisbury.				
	2016-2036				
		Housing		Employment	
Settlement Area	Requirement	Residual			
	<i>Dwellings</i>			<i>Hectares</i>	
Salisbury/Wilton	6650	1748		10	

Amesbury	1230	0	-
Tidworth/Ludgershall	1210	0	-
Rest of HMA	1885	997	-
Total	10975	2745	10

**OPTION SA-C
Focus on the Rest
of the HMA**

Scales of housing development at Amesbury and Tidworth/Ludgershall are constrained to current levels of commitments. Salisbury housing rates declines in accordance with assessed local housing need (-11%). Remaining balance of housing needs focussed on the rural area.

For employment, the rest of the HMA accommodates growth which follows development trends and known pressure for employment growth in the rural parts of the HMA.

2016-2036			
	Housing		Employment
Settlement Area	Requirement	Residual	
	<i>Dwellings</i>		<i>Hectares</i>
Salisbury/Wilton	5390	489	3.5
Amesbury	1230	0	-
Tidworth/Ludgershall	1210	0	0.5
Rest of HMA	3145	2256	6
Total	10975	2745	10

**OPTION SA-D
Boscombe/Porton
New Community**

A scale of 2000 dwellings at a new settlement is considered a realistic contribution in the plan period given likely lengthy lead in times.

Elsewhere there is no additional housing development beyond existing commitments at Salisbury, Amesbury, Tidworth and Ludgershall. There is a significant decrease in housing provision in the rest of the HMA.

Some land for employment development is proposed in Salisbury to reflect the recommendations of the ELR but the majority of new employment land is directed to support the role of a new community.

Requirements for housing involve lower rates reflecting needs assessment. Housing at Salisbury, Amesbury, Tidworth and Ludgershall is constrained to current levels of commitments.

2016-2036			
	Housing		Employment
Settlement Area	Requirement	Residual	
	<i>Dwellings</i>		<i>Hectares</i>
Salisbury/Wilton	4900	0	2
Amesbury	1230	0	-
Tidworth/Ludgershall	1210	0	-
Rest of HMA	1635	745	-
New community	2000	2000	8
Total	10975	2745	10

This page is intentionally left blank

APPENDIX 6

Swindon Housing Market Area – Assessment Summary

Cabinet Version, April 2019

Introduction

- 1.1 As a starting point, the distribution of housing and employment in the adopted Wiltshire Core Strategy (WCS) has been rolled forward. Rolling forward the current strategy, each part of the Housing Market Area (HMA) would accommodate the equivalent share of housing and employment needs as the current WCS. This is used as a basis to help see where there may be better distributions of growth for the period 2016 to 2036.
- 1.2 Swindon Borough Council has indicated its scale housing need can be met within the authority area. There will be no unmet needs to be accommodated in any adjoining authority areas.
- 1.3 Different distributions of growth are considered solely for settlements within the Wiltshire part of the Swindon HMA. The whole HMA is shown below:

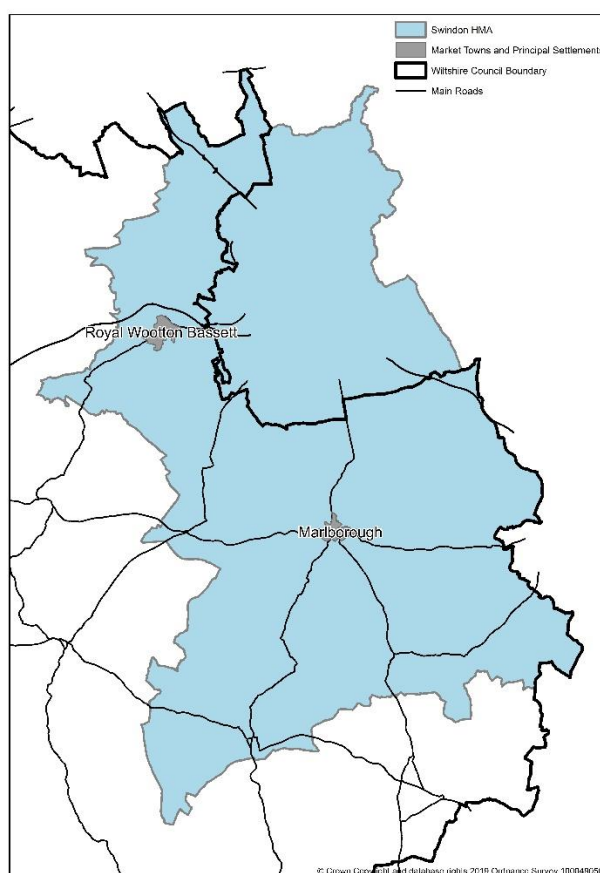


Figure 1: Swindon Housing Market Area (HMA)

- 1.4 This paper summarises assessments that have been carried out to help identify where an alternative distribution of growth to that currently included in the Wiltshire Core Strategy should be considered. Assessments, however, are not straightforward. Results may indicate a higher level of growth is justified at a settlement because of its economic prospects but may also indicate a lower rate of growth at the same settlement because of the risk of harmful environment impacts. The summary pulls together the results for each settlement to show where it is appropriate to test higher or lower rates of growth than rolling forward the current strategy.

- 1.5 Initial findings were discussed at workshops held with local members, town and parish councils and representatives of neighbourhood plan groups. Matters raised in these discussions have helped to inform alternative development strategies.
- 1.6 A set of alternative development strategies have been developed that highlight different choices about the distribution of future growth. It includes taking forward the current strategy. They will now be tested against each other in more detail and will help to decide a preferred way forward for the local plan review.

Rolling Forward the Current Strategy

- 2.1 The assessments test rolling forward the pattern of development of the current strategy aligned to the Housing Market Areas (HMA) proposed in the Swindon and Wiltshire Strategic Housing Market Assessment 2017. Using this new evidence of forecast needs for more homes¹ and fresh land for employment², each settlement within the HMA has the same share of growth as the current strategy. Rolling forward the current strategy produces the following requirements for the period 2016-2036 (Table 1).
- 2.2 Evidence suggests a decrease in the need for new homes in the Swindon HMA. There would be around a 16% decrease compared to rates of housing development proposed in the Wiltshire Core Strategy.
- 2.3 At face value, much of the need for new homes has been built or will be met by the current supply of identified land. This however may not be appropriate. The location of sites for housing may need to better match the distribution of need. Sites in the current land supply may have become unsuitable.

Principal Settlement/Market Town	Wiltshire Core Strategy 2006-2026		Rolling Forward for 2016 – 2036	
	Housing Dwellings	Employment Hectares	Housing Dwellings	Employment Hectares
Marlborough	680	3	570	4.3
Royal Wootton Bassett	1070	3.7	900	5.3
West of Swindon	900	0	755	0
Rest of HMA	1225	1	1030	1.4
Total	3875	7.7	3255	11

Table 1 Housing and Employment Requirements - Rolling forward the current strategy for 2016 - 2036

¹ Swindon and Wiltshire Strategic Market Assessment, ORS, (2017)

² Functional Economic Market Assessment, HJA (2017) and Wiltshire Employment Land Review, HJA (2018)

Assessment Method

3.1 The assessments look at potential impacts upon each place and how development trends compare to those anticipated by the new evidence. Impacts involve looking at what additional land requirements there would be for growth over and above what can already be accounted for with planning consent or plan allocations. The results of public consultation also help to highlight where alternatives may need to be considered because this has raised new issues and opportunities. As mentioned above, the result of each assessment method might indicate a higher or lower rate of growth in the future for a particular settlement. The assessment takes into consideration economic, social and environmental factors as well as delivery and infrastructure constraints.

Potential impacts <i>Place based assessment</i>	Development trends <i>Assessment of different scales of growth</i>
<p>Biodiversity: what is the risk of harming local biodiversity</p> <p>(Source: advice from specialists based on published information)</p>	<p>Trends: How does forecast housing need compare with what has actually happened?</p> <p>(Source: implied future rates of development compared to actual past rates)</p>
<p>Landscape: what are the risks of harm to the character and attractiveness of the local landscape</p> <p>(Source: advice from specialists based on published information)</p>	<p>Land availability: Is there land to continue the current strategy?</p> <p>(Source: future scale of housing and employment need compared to the amount already committed)</p>
<p>Heritage: what is the risk of harming heritage assets?</p> <p>(Source: advice from specialists based on published information)</p>	<p>Economy: housing and employment</p> <p>Do economic forecasts predict a need for more employment land or new homes than the current strategy?</p> <p>(Source: rolling forward the current distribution of development compared to forecast pattern of job growth)</p>
<p>Flooding: what is the likelihood of unacceptable risks of flooding</p> <p>(Source: advice from specialists based on published information)</p>	<p>Social: population and affordable housing</p> <p>Are homes provided where people live and where there are the most needs for affordable homes?</p> <p>(Source: rolling forward the current strategy compared to the distribution of the population and registered needs for affordable homes)</p>
<p>Infrastructure: can the current strategy be supported by secondary school capacity and the local transport network?</p> <p>(Source: advice from specialists based on published information. An estimate of the number of years until secondary capacity is reached.)</p>	

<p>Consultation responses: what are the new issues and opportunities?</p> <p>(Source: summary reports of public consultation)</p>	
--	--

Table 2 Assessments

Results

4.1 The results collated in relation to the ‘place based assessment’ and ‘potential scales of growth’ are summarised in the table so an informed judgement can be made about what alternatives to test - RAG rating is used to indicate potential for growth. For example, a settlement might accommodate less growth because of the high risk of unacceptable impacts on a nationally protected habitat. The assessment may show little evidence to change the current strategy, but in some cases the results could also pull in opposing directions. There may be forecasts to support increased growth, but environmental or infrastructure constraints also suggest less.

	Place based assessment							Assessment of Potential scales of growth					
	Environmental aspects				Infrastructure			Deliverability		Economic aspects		Social aspects	
	Biodiversity	Landscape	Heritage	Flooding	Education	Transport	Consultation	Trends	Land availability	Housing	Employment	Population	Affordability
Marlborough	Yellow	Yellow	Yellow	Red	Yellow	Green	Red	Green	Green	Red	Red	Red	Red
Rest of HMA (WC)						Yellow	Green	Green	Green	Green	Green	Green	Red
Royal Wootton Bassett	Green	Green	Green	Yellow	Red	Green	Yellow	Green	Red	Red	Red	Red	Green
West of Swindon					Green	Green	Yellow	Green	Yellow	Red		Red	

Key:

Indicators for growth	
Higher	Green
Neither higher or lower	Yellow
Lower	Red
No information	

Table 3 Summary of results

4.2 The following table provides in summary, the conclusion of the assessment process. It suggests alternatives that should include the following:

Locations	Summary conclusion	Higher or Lower than rolling forward the current strategy
Marlborough	Public consultation showed concern at the prospects of further growth in so doing reflecting on several concerns, such as air quality, traffic and the adequacy of local infrastructure. The ELR and consultation responses support some additional employment at the town but this would be	Lower

	<p>lower compared to rolling forward the current strategy. Land supply and developer interest, though strong, is not so robust as clearly capable of much higher rates of growth. Assessment of social and economic aspects tended to suggest lower rather than higher rates of growth.</p>	
<p>Royal Wotton Bassett</p>	<p>Public consultation recognised the dormitory role of the town to Swindon but a theme saw that this relationship could be improved by investment in transport infrastructure. Secondary school capacity is also a possible constraint. There is also a significant supply of land and housing delivery exceeds indicative scales envisaged in the WCS One course to consider is for investment to be supported by higher growth. The ELR and consultation responses support some additional employment at the town but this would be lower compared to rolling forward the current strategy. Economic forecasts however indicate a smaller share of housing growth, but there was a marked need for affordable homes, although a strong recent track record of housing delivery does not so far appear to have been successful in reducing such a need. On balance, rolling forward the current strategy involves a lower assessment of overall need, it would also be appropriate to examine the opportunities for a higher rate of growth.</p> <p>There are heritage and landscape risks. It would instead be sensible to test a period of consolidation that plans for a lower rate of growth. Again, however, scope is limited by the scale of land already in the pipeline.</p> <p>The evidence points to testing a lower growth alternative. However in order to investigate the possibility to address infrastructure constraints a higher growth alternative should be tested also.</p>	<p>Higher</p>
<p>Rest of HMA</p>	<p>Public consultation pointed to Lyneham and Cricklade as having more strategic role than meeting local needs. Economic forecasts as well as population and housing needs assessments suggest a higher share of HMA growth including employment land provision. There is also a significant supply of land and housing delivery exceeds indicative scales envisaged in the WCS. It would be appropriate to test a higher rate of growth. although, as elsewhere, scope to do so may be restricted by the current level of housing commitments.</p>	<p>Higher</p>
<p>West of Swindon</p>	<p>Perhaps more than other locations, rates of further growth West of Swindon need to be considered in the context of the Borough's needs as a whole, and specifically whether all the Borough's needs can be met within its boundary. Public consultation suggests, amongst other things, that the area would need to fulfil a role by supplementing the range of site size to help improve housing delivery in the Borough. In isolation there do not appear to be justifications for higher rates of growth. Rolling forward the current strategy presumes there will be unmet needs from Swindon Borough rather than needs from within Wiltshire. This</p>	<p>Lower</p>

has not been established. At this stage there is a justification for lower rates of growth

Table 4 Summary conclusions

Summary of Town and Parish Workshops on Distribution of Growth

- 5.1 Informal consultation took place between October and November 2018 with local members, town and parish councils and representatives of neighbourhood plan groups. The initial results outlined in Table 4 were discussed. The outcome of the consultation is summarised below. These comments have influenced the development of alternative development strategies.

Settlement	Summary
Marlborough	The outcome of discussions regarding Marlborough identified a requirement for housing which met local need. In this instance, a need was identified for affordable and social housing, with a lack of need for retirement homes and large homes. It was also identified that by accommodating housing growth, new facilities should be delivered alongside the development.
Royal Wootton Bassett	A higher growth figure than that proposed was discussed with the assumption that it would help to ensure the delivery of improvements to road infrastructure, including a bypass, school and health facilities and improvements to bus services.
West of Swindon/Rural	A key area of discussion for rural parish representatives were concerns relating to traffic. Discussions on the location and amount of housing that could be accommodated in the area were mainly led by how to minimise traffic impacts and improve the use of public transport.

Alternative Development Strategies

- 6.1 Based on the results of these assessments and consultation with town and parish councils, the following alternatives have been developed. They are expressed as alternative distributions of housing and employment requirements for Principal Settlements, Market Towns and rest of the HMA. Development in the rest of the HMA would be focussed primarily toward designated Large Villages and Local Service Centres. Alongside requirements a residual figure shows the scale of development that would need to be accommodated over the period to 2036 once current commitments have been taken into account.

Alternative Development Strategy	Description
OPTION SW-A Roll forward the Wiltshire Core Strategy Distribution of homes and jobs	Housing and employment land requirements are distributed pro-rata rolling forward the current strategy. Housing requirements are increased pro-rata to match a higher assessment of housing needs.

		2016-2036		
		Housing		Employment
Settlement Area		Requirement	Residual	
		<i>Dwellings</i>		<i>Hectares</i>
Marlborough		570	135	4
Royal Wootton Bassett		900	670	2
West of Swindon		755	271	-
Rest of HMA		1030	358	-
Total		3255	1434	6
OPTION SW-B Focus on Royal Wotton Bassett	<p>Growth in the rural area is reduced in line with the overall reduction in need for the HMA. Development is further constrained at Marlborough to current commitments plus an approximate amount for windfall within the built up area. No further development beyond existing commitments west of Swindon. The balance is focussed on Royal Wootton Bassett at a rate higher than indicative levels set in the WCS.</p> <p>Royal Wootton Bassett becomes a focus for additional employment growth in reaction to consultation responses and its complementary role to Swindon.</p>			
		2016-2036		
		Housing		Employment
Settlement Area		Requirement	Residual	
		<i>Dwellings</i>		<i>Hectares</i>
Marlborough		485	50	-
Royal Wootton Bassett		1255	1026	6
West of Swindon		485	0	0
Rest of HMA		1030	358	-
Total		3255	1434	6
OPTION SW-C Focus on the Rest of the HMA	<p>Housing growth in the rest of the HMA and Marlborough is set to continue levels in the Wiltshire Core Strategy. No further development beyond existing commitments west of Swindon. Housing growth is decreased at Royal Wootton Bassett to support a period of consolidation</p> <p>Employment land requirements mirror the market-led ELR forecast</p>			
		2016-2036		
		Housing		Employment
Settlement Area		Requirement	Residual	
		<i>Dwellings</i>		<i>Hectares</i>
Marlborough		680	245	3
Royal Wootton Bassett		835	606	-
West of Swindon		485	0	-
Rest of HMA		1255	583	3
Total		3255	1434	6

APPENDIX 7

Trowbridge Housing Market Area – Assessment Summary

Cabinet Version, April 2019

Introduction

- 1.1 As a starting point, the distribution of housing and employment in the adopted Wiltshire Core Strategy (WCS) has been rolled forward. Rolling forward the current strategy, each part of the Housing Market Area (HMA) would accommodate the equivalent share of housing and employment needs as the current WCS. This is used as a basis to help see where there may be better distributions of growth for the period 2016 to 2036.
- 1.2 The extent of the Trowbridge HMA is shown below:

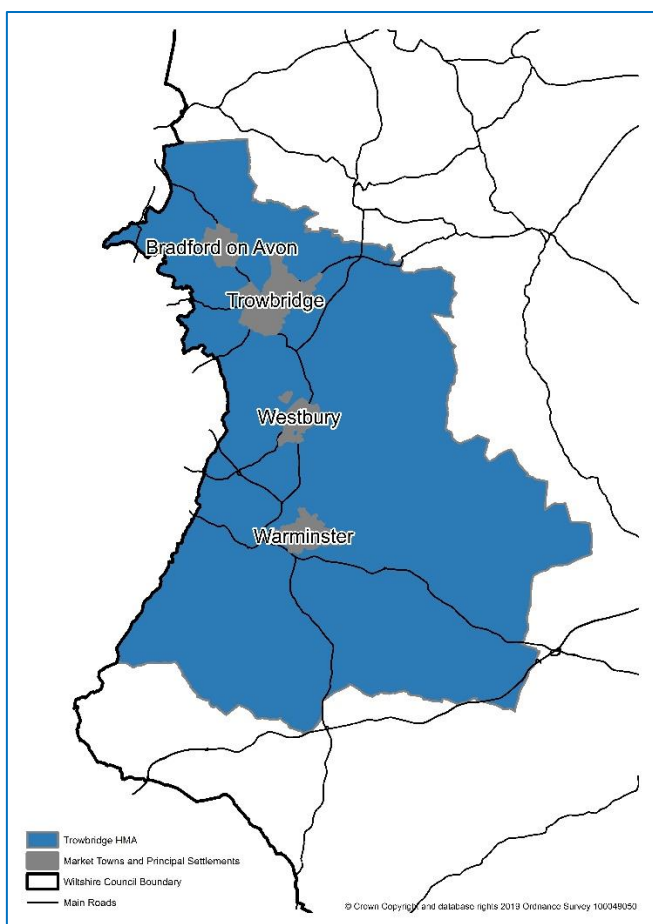


Figure 1 : Trowbridge Housing Market Area (HMA)

- 1.3 This paper summarises assessments that have been carried out to help identify where an alternative distribution of growth to that currently included in the Wiltshire Core Strategy should be considered. Assessments, however, are not straightforward. Results may indicate a higher level of growth is justified at a settlement because of its economic prospects but may also indicate a lower rate of growth at the same settlement because of the risk of harmful environment impacts. The summary pulls together the results for each settlement to show where it is appropriate to test higher or lower rates of growth than rolling forward the current strategy.
- 1.4 Initial findings were discussed at workshops held with local members, town and parish councils and representatives of neighbourhood plan groups. Matters raised in these discussions have helped to inform alternative development strategies.

- 1.5 A set of alternative development strategies have been developed that highlight different choices about the distribution of future growth. It includes taking forward the current strategy. They will now be tested against each other in more detail and will help to decide a preferred way forward for the local plan review.

Rolling Forward the Current Strategy

- 2.1 The assessments test rolling forward the pattern of development of the current strategy aligned to the Housing Market Areas (HMA) proposed in the Swindon and Wiltshire Strategic Housing Market Assessment 2017. Using this new evidence of forecast needs for more homes¹ and fresh land for employment², each settlement within the HMA has the same share of growth as the current strategy. Rolling forward the current strategy produces the following requirements for the period 2016-2036 (Table 1).
- 2.2 Evidence suggests a decrease in the need for new homes in the Trowbridge HMA. There would be a 4% decrease.
- 2.3 The Wiltshire Housing Site Allocations Plan is being prepared. It proposes to allocate several sites at Trowbridge and at Warminster, as well as at the villages within the HMA. Although yet to be finalised, the scale of housing delivered that this plan will contribute toward meeting needs identified for the 2016-2036 plan period.

Principal Settlement/Market Town	Wiltshire Core Strategy 2006-2026		Rolling Forward for 2016 – 2036	
	Housing Dwellings	Employment Hectares	Housing Dwellings	Employment Hectares
Trowbridge	6810	25	6520	23
Bradford on Avon	595	3	570	2.7
Westbury	1500	18.5	1435	17
Warminster	1920	6	1840	5.5
Rest of HMA	663	3	635	1.4
Total	11488	55.5	11000	49.6

Table 1 Housing and Employment Requirements - Rolling forward the current strategy for 2016-2036

Assessment Method

- 3.1 The assessments look at potential impacts upon each place and how actual development trends compare to what was anticipated by the WCS. So, looking to roll forward the current strategy, involves looking at what additional land requirements there would be for growth over and above what can already be accounted for (i.e. homes completed since 2016, outstanding planning consent or plan allocations). The results of the 2017 public consultation also help to highlight where alternatives may need to be considered because this has raised new issues and opportunities. As mentioned above, the result of each assessment method might indicate a higher or lower rate of growth in the future for a particular settlement. The assessment takes into consideration economic, social and environmental factors as well as delivery and infrastructure constraints.

¹ Swindon and Wiltshire Strategic Market Assessment, ORS, (2017)

² Functional Economic Market Assessment, HJA (2017) and Wiltshire Employment Land Review, HJA (2018)

Potential impacts <i>Place based assessment</i>	Development trends <i>Assessment of different scales of growth</i>
<p>Biodiversity: what is the risk of harming local biodiversity</p> <p>(Source: advice from specialists based on published information)</p>	<p>Trends: How does forecast housing need compare with what has actually happened?</p> <p>(Source: implied future rates of development compared to actual past rates)</p>
<p>Landscape: what are the risks of harm to the character and attractiveness of the local landscape</p> <p>(Source: advice from specialists based on published information)</p>	<p>Land availability: Is there land to continue the current strategy?</p> <p>(Source: future scale of housing and employment need compared to the amount already committed)</p>
<p>Heritage: what is the risk of harming heritage assets?</p> <p>(Source: advice from specialists based on published information)</p>	<p>Economy: housing and employment</p> <p>Do economic forecasts predict a need for more employment land or new homes than the current strategy?</p> <p>(Source: rolling forward the current distribution of development compared to forecast pattern of job growth)</p>
<p>Flooding: what is the likelihood of unacceptable risks of flooding</p> <p>(Source: advice from specialists based on published information)</p>	<p>Social: population and affordable housing</p> <p>Are homes provided where people live and where there are the most needs for affordable homes?</p> <p>(Source: rolling forward the current strategy compared to the distribution of the population and registered needs for affordable homes)</p>
<p>Infrastructure: can the current strategy be supported by secondary school capacity and the local transport network?</p> <p>(Source: advice from specialists based on published information. An estimate of the number of years until secondary capacity is reached.)</p>	
<p>Consultation responses: what are the new issues and opportunities?</p> <p>(Source: summary reports of public consultation)</p>	

Table 2 Assessments

Results

- 4.1 The results collated in relation to the ‘place based assessment’ and ‘potential scales of growth’ are summarised in the table so an informed judgement can be made about what alternatives to test - RAG rating is used to indicate potential for growth. For example, a settlement might accommodate less growth because

of the high risk of unacceptable impacts on a nationally protected habitat. The assessment may show little evidence to change the current strategy, but in some cases the results could also pull in opposing directions. There may be forecasts to support increased growth, but environmental or infrastructure constraints also suggest less.

Principal Settlement/Market Towns	Place based assessment							Assessment of potential scales of growth					
	Environmental aspects				Infrastructure			Deliverability		Economic aspects		Social aspects	
	Biodiversity	Landscape	Heritage	Flood risk	Education	Transport	Consultation	Trend	Land availability	Housing	Employment	Population	Affordability
Trowbridge	Red	Red	Red	Yellow	Red	Green	Red	Red	Yellow	Yellow	Red	Red	Red
Bradford on Avon	Red	Red	Red	Yellow	Red	Yellow	Green	Yellow	Red	Green	Yellow	Green	Green
Westbury	Yellow	Yellow	Yellow	Green	Green	Green	Green	Yellow	Yellow	Green	Yellow	Yellow	Red
Warminster	Red	Red	Red	Yellow	Yellow	Green	Yellow	Red	Green	Yellow	Red	Green	Green
Rest of HMA								Yellow	Green	Green	Green	Green	Green

Table 3 Summary of results

Key:

Indicators for growth	
Higher	Green
Neither higher or lower	Yellow
Lower	Red
No information	

4.1 The following table provides in summary, the conclusion of the assessment process. It suggests alternatives that should include the following:

Locations	Summary Conclusion	Higher or lower than rolling forward the current strategy
Trowbridge	Across the indicators used in this assessment it is appropriate to test a strategy with lower rates of growth than would be the case taking forward the current strategy.	Lower
Bradford on Avon	Taking forward the current strategy suggests increasing rates of development and the assessment of potential scales of growth suggest possibly still higher rates, judging by growth assessment indicators. However, the extent and nature of environmental constraints affecting the settlement suggest that lower rates of growth should also be tested.	Lower

Warminster	Environmental risks suggest testing lower rates of growth. Infrastructure support for still higher growth is uncertain. Assessments of potential scales of growth, significantly those based around the economy, do not give clear support to testing higher rates.	Lower
Westbury	With relatively less environmental risks involved with growth than other settlements, it could be appropriate to test higher rates of development. Key infrastructure indicators suggest the possibility of higher rates. Although higher rates of growth are not clearly supported by the results of growth assessments, economic forecasts however do support higher rates.	Higher
Rest of HMA	Whilst impossible to assess environmental risks at this stage, assessments, not least evidence that past house building exceeds rates planned in the current strategy, supports testing higher rates of growth.	Higher

Table 3 Summary of conclusions

Summary of Town and Parish Workshops on Distribution of Growth

- 5.1 Informal consultation took place between October and November 2018 with local members, town and parish councils and representatives of neighbourhood plan groups. The initial results outlined in Table 4 were discussed. The outcome of the consultation is summarised below. These comments have influenced the development of alternative development strategies.

Settlement	Summary
Bradford on Avon	The main concerns that were raised regarding housing growth in Bradford on Avon related to transport issues and subsequent air quality issues. However, it was also noted that housing growth could bring employment, retail and regeneration opportunities.
Trowbridge	A consistent point of discussion regarding Trowbridge was the need for a review of the Green Belt to enable the most suitable sites for housing growth to be released. Furthermore, it was considered important that future housing development is directed at locations that minimises the impact on road infrastructure, or otherwise, housing should have road infrastructure developed alongside it.
Warminster	The outcome of the discussions regarding Warminster suggested that representatives were prepared to take the proposed level of housing growth, but that a higher level of growth would not be suitable due to accommodating high levels of growth in the past.
Westbury	In Westbury, the discussions were focussed predominantly on infrastructure provision. There was a strong desire from representatives for sustainable transport links associated with new development, and better cycle and walking connections.

Alternative Development Strategies

- 6.1 Based on the results of these assessments and consultation with town and parish councils, the following alternatives have been developed. They are expressed as alternative distributions of housing and employment requirements for Principal Settlements, Market Towns and rest of the HMA. Development in the rest of the HMA would be focussed primarily toward designated Large Villages and Local Service Centres. Alongside requirements a residual figure shows the scale of development that would need to be accommodated over the period to 2036 once current commitments have been taken into account.

Alternative Development Strategy	Description																																								
OPTION TR-A Roll forward the Wiltshire Core Strategy Distribution of homes and jobs	Housing and employment land requirements are distributed pro-rata rolling forward the current strategy to match the overall assessment of housing needs.																																								
	<table border="1"> <thead> <tr> <th colspan="4">2016-2036</th> </tr> <tr> <th></th> <th>Housing</th> <th></th> <th>Employment</th> </tr> <tr> <th>Settlement Area</th> <th>Requirement</th> <th>Residual</th> <th></th> </tr> <tr> <th></th> <th colspan="2"><i>Dwellings</i></th> <th><i>Hectares</i></th> </tr> </thead> <tbody> <tr> <td>Bradford on Avon</td> <td>570</td> <td>310</td> <td>1</td> </tr> <tr> <td>Trowbridge</td> <td>6520</td> <td>2930</td> <td>-</td> </tr> <tr> <td>Warminster</td> <td>1840</td> <td>50</td> <td>-</td> </tr> <tr> <td>Westbury</td> <td>1435</td> <td>330</td> <td>-</td> </tr> <tr> <td>Rest of HMA</td> <td>635</td> <td>255</td> <td>-</td> </tr> <tr> <td>TOTAL</td> <td>11000</td> <td>3875</td> <td>1</td> </tr> </tbody> </table>	2016-2036					Housing		Employment	Settlement Area	Requirement	Residual			<i>Dwellings</i>		<i>Hectares</i>	Bradford on Avon	570	310	1	Trowbridge	6520	2930	-	Warminster	1840	50	-	Westbury	1435	330	-	Rest of HMA	635	255	-	TOTAL	11000	3875	1
2016-2036																																									
	Housing		Employment																																						
Settlement Area	Requirement	Residual																																							
	<i>Dwellings</i>		<i>Hectares</i>																																						
Bradford on Avon	570	310	1																																						
Trowbridge	6520	2930	-																																						
Warminster	1840	50	-																																						
Westbury	1435	330	-																																						
Rest of HMA	635	255	-																																						
TOTAL	11000	3875	1																																						
OPTION TR-B Westbury Growth Point	Housing requirements for Westbury are led by employment forecasts in excess of rolling forward the current strategy. Requirements for the rest of the HMA are equivalent to past rates and the requirement at Trowbridge is reduced significantly. At Warminster rates of housing development continue those in the Core Strategy and Bradford on Avon has a scale of development that rolls forward its share of the current strategy. Employment land requirements reflect the focus on Westbury																																								
	<table border="1"> <thead> <tr> <th colspan="4">2016-2036</th> </tr> <tr> <th></th> <th>Housing</th> <th></th> <th>Employment</th> </tr> <tr> <th>Settlement Area</th> <th>Requirement</th> <th>Residual</th> <th></th> </tr> <tr> <th></th> <th colspan="2"><i>Dwellings</i></th> <th><i>Hectares</i></th> </tr> </thead> <tbody> <tr> <td>Bradford on Avon</td> <td>570</td> <td>310</td> <td>-</td> </tr> <tr> <td>Trowbridge</td> <td>5400</td> <td>1805</td> <td>-</td> </tr> <tr> <td>Warminster</td> <td>1950</td> <td>160</td> <td>-</td> </tr> <tr> <td>Westbury</td> <td>2130</td> <td>1025</td> <td>1</td> </tr> <tr> <td>Rest of HMA</td> <td>950</td> <td>570</td> <td>-</td> </tr> <tr> <td>TOTAL</td> <td>11000</td> <td>3870</td> <td>1</td> </tr> </tbody> </table>	2016-2036					Housing		Employment	Settlement Area	Requirement	Residual			<i>Dwellings</i>		<i>Hectares</i>	Bradford on Avon	570	310	-	Trowbridge	5400	1805	-	Warminster	1950	160	-	Westbury	2130	1025	1	Rest of HMA	950	570	-	TOTAL	11000	3870	1
2016-2036																																									
	Housing		Employment																																						
Settlement Area	Requirement	Residual																																							
	<i>Dwellings</i>		<i>Hectares</i>																																						
Bradford on Avon	570	310	-																																						
Trowbridge	5400	1805	-																																						
Warminster	1950	160	-																																						
Westbury	2130	1025	1																																						
Rest of HMA	950	570	-																																						
TOTAL	11000	3870	1																																						
OPTION TR-C Focus on the rest of the HMA	Substantial increase in rates of housing development in the rest of the HMA. Significant reduction at Bradford on Avon and a more modest decrease at																																								

Trowbridge. The scale of housing development at Warminster is its pro-rata share of overall assessed housing needs.

Employment requirements reflect the intent of the strategy option to focus on the rest of the HMA.

2016-2036			
	Housing		Employment
Settlement Area	Requirement	Residual	
	<i>Dwellings</i>		<i>Hectares</i>
Bradford on Avon	300	40	-
Trowbridge	6130	2535	-
Warminster	1840	50	-
Westbury	1530	425	-
Rest of HMA	1200	820	1
TOTAL	11000	3870	1

Wiltshire Local Plan Review

APPENDIX 8

Alternative Development Strategies – summary of the range of housing proposed to be tested

- 1.1 A set of alternative development strategies have been developed that highlight different choices about the distribution of future growth. It includes taking forward the current strategy. They will now be tested against each other in more detail and will help to decide a preferred way forward for the local plan review.
- 1.2 The table below illustrates the range of alternatives being tested in terms of the minimum and maximum additional dwellings that each location might be expected to accommodate.
- 1.3 These figures represent additional dwellings to be accommodated over the plan period 2016-2036 on top of those already accounted for because they have been built already (2016-2018), have planning permission or have been allocated on sites in the development plan. The information is taken from monitoring carried out to prepare the Council's annual housing land supply statement.

Additional Dwellings (2018-2036)		
	Dwellings	
	<i>Min</i>	<i>Max</i>
Chippenham HMA		
Calne	250	860
Chippenham	1830	5155
Corsham	745	1265
Devizes	1165	2025
Malmesbury	340	715
Melksham	890	2045
Rest of HMA	1420	1470
Salisbury HMA		
Salisbury/Wilton	0	1750
Amesbury	0	940
Tidworth/Ludgershall	0	345
Rest of HMA	745	2255

Additional Dwellings (2018-2036)		
	Dwellings	
	<i>Min</i>	<i>Max</i>
Swindon HMA		
Marlborough	50	245
Royal Wootton Bassett	605	1025
West of Swindon	0	270
Rest of HMA	360	585
Trowbridge HMA		
Bradford on Avon	40	310
Trowbridge	1805	2930
Warminster	50	160
Westbury	330	1025
Rest of HMA	255	820

Table 1 Alternative Development Strategies - Additional Dwellings (2018-2036)

Wiltshire Council

Cabinet

Date of meeting: 30 April 2019

Subject: ICT & Digital Strategy

Cabinet member: Philip Whitehead – Cabinet member for Finance, Procurement, ICT and Operational Assets

Key Decision: Key

Executive Summary

Wiltshire Council, like all local authorities, relies completely on its information and communications technology (ICT) to operate successfully. ICT in a local authority is complex, and requires constant maintenance, support and updating. This should be undertaken in a strategically planned fashion, rather than reactively and in response to requests that emerge from within the business. In addition, technology continues to develop at pace, and this is changing both the 'art of the possible' and the expectations of our customers.

The last council ICT strategy was written in 2011 to cover the period to 2015, although a high-level Digital Strategy was created in 2017, which led to the innovative Microsoft Digital Programme currently under way. Nevertheless the infrastructure on which the Microsoft deliverables will sit is now old, expensive to maintain, and increasingly unfit for purpose. Much of the effort of the ICT team is now dedicated to keeping it operational and secure, meaning they have insufficient time to implement the improvements required by an increasingly frustrated user base within the council. This situation will get worse if not addressed.

The remedy is not to assign additional resource to the ICT team, to help them maintain a failing infrastructure, and develop the spot-fixes suggested by the business; indeed, that would simply compound the problem. The solution is a properly thought-through ICT & Digital Strategy, which starts with the strategic aims of the organisation, looks at how departments seek to fulfil those aims, and the technology they will need to do so. The strategy must do this in the context of Best Practice within the sector, taking account of predictable changes in technology over the next few years. The strategy has now been crafted, and makes recommendations in terms of a 'get well' programme for the council's ICT, further developments in the Digital area, enhanced governance around technology investments, and changes to the ICT team to enable them to support the technology into the future.

Proposal

That Cabinet approve the ICT & Digital Strategy, which covers the period April

2019 to April 2022.

Reason for Proposal

The council has not had an ICT strategy since 2015, and it is vital that it has one to allow:

- Proper planning of ICT investments to meet the council's strategic and operational needs
- An understanding of key trends in technology of relevance to the council
- An understanding of best practice in the sector
- A clear view of current ICT provision, and its shortcomings
- A definition of appropriate governance in the ICT & Digital area
- The creation of an achievable vision for future ICT and Digital capabilities
- A 'roadmap' of improvement activities to realise the vision
- Quantification of the investments that will be required in the coming years to realise the strategy.

Paul Day – Interim Director, Digital Transformation & IT

Wiltshire Council

Cabinet

Date of meeting: 30 April 2019

Subject: ICT & Digital Strategy

Cabinet member: Councillor Philip Whitehead – Cabinet member for Finance, Procurement, ICT and Operational Assets

Key Decision: Key

Purpose of Report

To seek approval for the Wiltshire Council ICT & Digital Strategy to cover the period April 2019 to April 2022.

Relevance to the Council's Business Plan

The Council's Business Plan relies on the efficient and effective operation of some 360 services of a diverse nature. One thing that unites them all is a reliance on information technology. Technology continues to evolve at pace, and that means that user expectations (and service provision norms within the sector) are constantly changing, and so continual investment in information technology is needed. The technology must not only be actively maintained, to keep it secure and fully operational, but regularly updated as older solutions become obsolete and unsupported. It is important that this is done in a planned and coordinated way, to avoid unwise investments in short-term fixes, duplicated solutions, and the procurement of hard-to-maintain systems. In addition, the Digital Revolution is changing both the way the council's customers want to engage with it, and the consequent efficiency with which the council can provide services – a clear win-win.

Thus the adoption of a coherent ICT & Digital strategy will ensure that the operational services in the council are undertaken efficiently, through being provided with the appropriate technology, and that the technology is supportable, updated when needed, and that users are assisted in making the best use of it. This approach extends beyond council staff and Members to the community, who will be provided with the means to obtain many of their services on-line, in a fashion that is simpler, quicker and easier for them, and cheaper for the council. This aligns closely with the council's business plan.

Main Considerations for the Council

Best practice, as encapsulated in the ICT & Digital strategy, requires that the council take a strategically-planned, top-down, approach to technology, which will represent a change to recent practice. For some years, IT investments have been based on a bottom-up approach, whereby operational teams within the

council have selected the technology solutions for their local area and presented these to the central ICT team to implement. This has resulted in both a complex application landscape (1200+ applications), a heavy burden on the ICT team to maintain them, heightened security risks (as keeping them all fully patched and updated is a huge challenge), and insufficient free effort to address the ever-growing list of requested projects. Thus, ICT has become a department that is both overloaded and often too busy to help, despite the best efforts of its dedicated staff, leading to reduced user satisfaction in the council, the infrastructure receiving insufficient attention, and a significant degree of 'technical debt' accumulating. Note that the situation is not all bad, some success has been achieved in the journey to the cloud – Wiltshire was an early adopter of the excellent Office 365 system – and the Digital Programme is leading-edge. The key considerations, though, are that the underlying technical debt must be addressed, applications must be rationalised, the journey to the cloud must accelerate, governance must be strengthened, and an overall strategic approach (as opposed to a reactive approach), in line with mandated principles of enterprise architecture, must be adopted.

This strategy outlines the logical arguments that lead to the above conclusions, and recommends the way ahead in terms of future activities and investment.

Background

After the creation of Wiltshire Council as a unitary in 2009, significant effort and investment went into the creation of ICT that would meet the needs of the unified organisation. This was a successful exercise. In the years that followed, however, developments in ICT have been led primarily by the requirements of the separate business areas. This approach has created a complex variety of systems, a lengthening list of outstanding requirements for new business applications, and a burgeoning need to update the supporting technology. For the ICT Department to properly support the organisation, the council needs a sound ICT & Digital Strategy that matches and supports its strategic aims and enables it to keep in step with developing technology.

The council's high-level strategic aims have been well-articulated, with the key priorities being:

- Growing the Economy;
- Building Stronger Communities;
- Protecting the Vulnerable;
- and in all this, being Innovative and Effective.

It is vital that all technology provision supports these core aims, and so corporate plan alignment is a fundamental principle of this strategy.

As a unitary authority Wiltshire covers all local government responsibilities, through the provision of some 360 individual services within 15 Directorates, grouped under 3 Executive Directors. These rely on the daily use of ICT including the provision of laptops, email and other productivity tools, internet access, file storage, telephony, video conferencing, instant messaging, printing, and so forth, plus specialist cross-business applications such as SAP for finance and HR. Also, most functions have their own line-of-business software

applications, sometimes supplemented by home-grown databases and spreadsheets. Ensuring the provision of the best possible corporate systems, and that they are used to best effect, while rationalising and updating specialist line-of-business systems, is a key part of this strategy.

Thus the council is wholly reliant on ICT, and much of the ICT team's work involves keeping services operational. This is visible to end-users through such functions as the Service Desk, where they report incidents and make service requests, but most of this essential work remains unseen, being undertaken by a range of staff with specialist technical skills. Over a period of years, primarily due to austerity in the public sector, much of the technical infrastructure that supports the council's ICT has been under-invested in, and become aged, unreliable, difficult to support operationally, and hard to maintain in a secure state. Similarly, there has been a lack of investment in staff skills. A substantial 'catch-up' programme of work is now essential, built around sound architectural principles including Cloud First and Software-as-a-Service, and is proposed in this strategy.

Meanwhile, technology develops apace, and as an innovative council Wiltshire seeks to be at the leading edge in its adoption, and sees its importance in meeting its strategic aims. Of even greater importance than 'traditional' ICT is Digital technology. Digital is disrupting everything and providing unprecedented opportunities, and we are living in a time of enormous change. As Digital becomes ubiquitous, it is rewriting the way local authorities are delivering their corporate priorities and meeting business challenges. As Wiltshire Council continues to face austere times, the need for change has never been more important and the need for Digital transformation more relevant. It provides the opportunity to redesign our service delivery, to allow our residents to have more control over how and when they access their services, to collaborate efficiently with communities and partners, and to support a culture of innovation. The council therefore published a high-level Digital Strategy in 2017 and launched a major Digital Programme in 2018 with Microsoft, aimed primarily at streamlining the way customers deal with the council, but also seeking to achieve internal efficiency improvements. It is the ambition of the council to be 'Digital by Choice', so that customers will choose to interact with us through digital channels, rather than by phone, email, letters or face-to-face, because digital interaction will be compellingly easy, quick, and convenient. Digital enablement will be important to this, achieved by ensuring high quality broadband coverage throughout the county, and helping and empowering those users (mostly but not exclusively older people) who currently lack digital skills. Digital enablement of the council's own staff is also a strategic need, and in addition internal culture change is a significant part of the current Digital Programme.

The current Digital Programme exploits developments in Artificial Intelligence (including 'robotic process automation') and Business Intelligence to improve the efficiency and effectiveness of the council's operations. As AI develops further, with self-learning systems emerging that can perform more of the work currently done by people (but faster, cheaper and more accurately), the council will look to adopt this technology. To directly serve the needs of the vulnerable, the council will increasingly use TECS (Technology-Enabled Care Services), including easy-to-use, voice-activated systems, providing support within the home. Predictive analytics, which will involve making better use of the large amounts of data the council already collects, will be developed to enable data-driven decisions, to

help social care and other areas to understand problems earlier, and to allow interventions that are both more effective and avoid greater costs downstream. There will be support at the local community level, helping people to use information and communications systems, including where appropriate the council's systems, to connect, communicate and share information, thereby assisting and empowering them in their self-support, and contributing further to the development of strong communities. These and other initiatives will also help the council meet the looming social care challenges of an aging population, living longer but not always in good health, and sometimes with the added burden of isolation and loneliness.

Other digitally-related technologies will come to the fore over the timescale of this strategy, and it is likely that the 'Internet of Things' will start to figure not only in our work on 'smart cities', but also in smart workplaces and smart homes, and these and other developments will contribute to the growth of the county's economy.

An examination of best practice in the sector, based on the recently-published ICT & Digital strategies of other councils, along with advice from central government, shows that in the proposed way ahead we are strategically-aligned with others. The vital importance of a sound ICT infrastructure is universally recognised (hence the proposed 'get-well' programme), and the technical approaches we espouse (Cloud first, Software-as-a-Service, a focus on cyber-security, etc.) have been adopted by all. The power of Digital and AI is driving innovation throughout the sector, and the need for enhanced digital skills within the community, and within the council itself are also recognised. The longer-term impact of AI on employment, and the need to prepare our residents for the jobs that will not be automated, is a consistent theme in both local and central government.

This strategy makes specific proposals in terms of end-user devices, service desk support, and the need to rationalise the 1200+ software applications in use. It defines the architectural principles we will apply, and outlines the future of the council's telephony, including mobile phones. It details essential improvements to the underpinning infrastructure (servers, databases, and information storage), and explains how security improvements (of which many are in hand) must continue. The need to better address Disaster Recovery is outlined. Better wi-fi for visitors is proposed, plus renewal of printing/copying facilities - and a move to a low-paper culture. Ways of helping users to make better use of existing technology are described, and the importance is stressed of achieving a 'virtuous circle' of measuring user satisfaction with ICT, acknowledging shortcomings, and acting upon them. This and other proposed means will help to rebuild the relationship of trust between the business and ICT, which is anecdotally reported as being poor, but has not been objectively measured for many years, another issue that will be addressed.

The importance of good governance is outlined, covering both the BAU operations, but also projects for new ICT systems. Strong governance will allow progression from the current era of order-taking, with a long wish-list of projects to be done, into a new era of strategic planning, robust business cases with future savings factored into budgets, and a strong focus on benefits realisation.

The functions of different technical specialities within the ICT department are described, and it is proposed that a future departmental structure be formed along these functional lines (subject to consultation).

To bring together the above, a 'Vision for 2022' is proposed, describing a future state for ICT & Digital within the council. This vision is ambitious but achievable, and will bring the council's ICT into a state that will operate reliably, securely and cost-effectively. To achieve the transition from the present state to the 2022 vision, a range of key activities are proposed, along with indicative costs.

Overview & Scrutiny Engagement

The ICT & Digital Strategy was presented to Scrutiny on 12th February 2019.

Safeguarding Implications

There are no specific safeguarding implications. It is of paramount importance that the Council's ICT and Digital provision supports the organisation fully in its safeguarding duties, and this will continue to be a key consideration in all future systems implementations.

Public Health Implications

There are no specific Public Health implications.

Procurement Implications

All procurements that flow out of the ICT and Digital Strategy will comply with all procurement regulations and best practice. There is a significant programme of work required and ICT will work with the Strategic Procurement Hub to ensure that the profile of the procurement plan is agreed and resourced adequately to deliver the required solutions to time and quality.

Equalities Impact of the Proposal

None

Environmental and Climate Change Considerations

The progressive move to the cloud will reduce energy costs for the council and will be a more environmentally appropriate way of delivering ICT; cloud data centres are more efficient in energy usage than traditional on-premise facilities.

Risk Assessment

A summary of the main risks is at Annex A to this report.

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

The key risk, if the council does not approve the approach recommended in the strategy, is that the quality of ICT services provided to the council will continue to decline, as the technical debt grows, and the increasingly overloaded ICT team have progressively less time to modernise the estate or attend to departmental requests. This will almost certainly lead to the growth of "shadow IT", whereby

departments in the council will feel obliged to procure their own solutions (including externally hosted solutions), bypassing ICT in doing so, and risking failing to meet good practice in terms of security and data protection, while also causing overall costs to grow, and creating an even more fragmented technology estate.

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

The strategy recommends a major programme of work, and all programmes have risks. In this case a Portfolio Management approach will be adopted, to ensure that a clear view is achieved across the whole organisation in terms of technology activities and proposed investments, balancing change initiatives with business-as-usual while optimising return on investment. The governance process proposed in the strategy (which is already being adopted) will be a key element of this.

Financial Implications

Capital Costs

The ICT & Digital Strategy will require additional capital investment, and this is broken down in the strategy document into several areas:

The 'get-well' programme, running over 3 years, has costs (see Appendix G in the strategy document) of:

2019/20	2020/21	2021/22
£8.38m	£1.44m	£1.34m

The ICT 'business as usual' capital requirement (routine replacement of laptops, routine network upgrades etc.) of:

2019/20	2020/21	2021/22
£2.52m	£0.87m	£0.87m

The ICT & Digital Strategy also captures the costs of the replacement of Line of Business applications, which have historically been the subject of capital bids from within the business. (Note that wherever possible these will be replaced with Software as a Service applications, which will incur lower capital costs, hence these figures should represent a worst case, although full discovery of all applications is continuing):

2019/20	2020/21	2021/22
£5.84m	£1.58m	£1.03m

There are also some costs associated with technology-related systems not normally managed by ICT, for instance the audio-visual equipment in the Council Chamber which allows meetings to be broadcast to the public, the self-service kiosks in the libraries, etc. (See Appendix E in the strategy document).

2019/20	2020/21	2021/22
£1.99m	£0.15m	£0.0m

Totalling these above costs gives:

2019/20	2020/21	2021/22
£18.73m	£4.04m	£3.24m

Revenue Costs

The ICT department has a revenue budget, which covers its staff costs, routine software licence renewals, and the maintenance costs of all applications across the organisation. As the strategy progresses, the organisation will increasingly move to software as a service (that is, cloud-based applications), replacing what were capital costs in the past with revenue costs. It has not yet been possible to map these out in detail, in part because the application rationalisation project (a planned project within the strategy) will cull many of the existing applications, and so remove their annual maintenance charges. There will also be other savings, associated with the reduction in effort to support a large estate of on-premise applications. The revenue implications of the strategy cannot therefore be detailed at this time, but will become apparent by the end of the first of its three years.

Legal Implications

There are no specific legal implications in the adoption of the ICT & Digital Strategy.

Options Considered

1. Do Nothing

Failure to adopt the ICT & Digital Strategy will result in increasingly poor levels of ICT service, and the risk that the council will not be able to deliver its services effectively.

2. Propose spot fixes & extra resource

Spending additional funds by increasing the size of the ICT team, creating short-term fixes to failing systems, and adopting solutions that have been proposed to meet limited local needs would be an expensive way of propping up a fundamentally flawed ICT landscape, and would lead to spiralling costs and further declines in service quality. Such an approach would not be sustainable and would likely lead to the growth of 'shadow IT', with departments seeking their own solutions from external providers without the involvement of ICT, thereby risking overall security, achieving poor value for money for the council, and limiting the council's ability to make strategic use of its data.

3. Adopt a strategic approach: recommended

ICT exists only to support the needs and successful operation of the organisation, and an ICT & Digital Strategy must operate top-down if it is to achieve this. The approach recommended provides a logical flow from corporate to operational needs, examines relevant technology trends and best practice, examines where the organisation's current provision is and where it falls short, paints a vision of a desirable and achievable future state, and proposes how to get there, in the context of improved organisational governance. It is recommended that this approach is adopted.

Conclusions

It is proposed that the ICT & Digital Strategy recommended here be adopted by the council. It will be a significant enabler for the council to meet its strategic needs, it will ensure that the present 'log jam' of poor service, frustrated users and difficult-to-maintain ICT landscape is resolved, and the move to the cloud is accelerated.

Paul Day
Interim Director, Digital Transformation & IT

Report Author: Paul Day, Interim Director, Digital Transformation and IT
paul.day@wiltshire.gov.uk

29/03/2019

Background Papers

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

- Wiltshire Council ICT & Digital Strategy: Digital Wiltshire 2022 (v1.2)

Appendices

- Wiltshire Council ICT & Digital Strategy: Digital Wiltshire 2022 (summarised version, v1.0)
- Wiltshire Council ICT & Digital Strategy: Digital Wiltshire 2022 (v1.2)

Appendix A – Risks

The following is a list of risks related to failure to adopt the ICT & Digital Strategy:

- **Technical Debt not addressed:** If the existing infrastructure is not updated (and note that a cloud-first, software-as-a-service approach is a key part of the strategy), the effort and cost to maintain the existing infrastructure will continue to grow, and the security risks will rise.
- **Bottom-up approach to departmental needs continues:** If a strategic approach to departmental needs is not adopted, the Balkanisation of the estate will grow rather than diminish, the maintenance burdens will grow, and the overall value for money achieved will diminish. Interoperability will also suffer, and the council's ability to make best use of its overall data assets will diminish.
- **Failure to attend to departmental needs:** If the current approach continues of having departments determine their technical solutions, then adding their proposed implementation projects to the ICT department backlog, then not only will their frustration grow but they will be increasingly tempted to adopt a 'shadow IT' approach, commissioning solutions without going via ICT. This will have multiple disadvantages, in terms of potential security risks, poor value for money, interoperability challenges, and reduced ability to coalesce and analyse data at the strategic level.
- **Failure to move to the cloud:** The current infrastructure is only partly cloud-based, making it expensive to maintain and licence, and bringing challenges in terms of Disaster Recovery. The key risk to avoid here is a significant refresh of on-premise capability, which will delay the move to the cloud still further.
- **Overall, if the strategy is not adopted the existing service will continue to decline, and there will be almost irresistible pressures to increase the size of the ICT team, simply to 'keep the lights on', and avoid what could be increasingly common system outages. This will then represent poor value for money for a poor service.**

This page is intentionally left blank



Wiltshire Council
ICT & Digital Strategy:
Digital Wiltshire 2022

A Strategy and Three Year Plan for April 2019 to April 2022
(Summarised Version)

3 April 2019

Version 1.0

Contents

1. Executive Summary	3
2. Introduction	7
3. The Council's High-Level Strategy	8
4. Departmental Strategic Needs	9
5. References.....	15

Document Version Control

Version	Date Produced	Comments
v1.0	3 April 2019	Summarised version of ICT & Digital Strategy

1. Executive Summary

After the creation of Wiltshire Council as a unitary in 2009, significant effort and investment went into the creation of Information & Communications Technology (ICT) that would meet the needs of the unified organisation. This was seen as a successful exercise. In the years that followed, however, developments in ICT have been led primarily by the requirements of the separate business areas. This approach has created a complex variety of systems, a lengthening list of outstanding requirements for new business applications, and a burgeoning need to update the supporting technology. For the ICT Department to properly support the organisation, the council needs a sound ICT & Digital Strategy that matches and supports its strategic aims and enables it to keep in step with developing technology. This paper develops and presents such a strategy.

The council’s high-level strategic aims have been well-articulated, with the key priorities being:

- Growing the Economy;
- Building Stronger Communities;
- Protecting the Vulnerable;
- and in all this, being Innovative and Effective.

It is vital that all technology provision supports these core aims, and so **corporate plan alignment** is a fundamental principle of this strategy. The ICT & Digital strategy maps to these key priorities, as is shown in Figure One below:

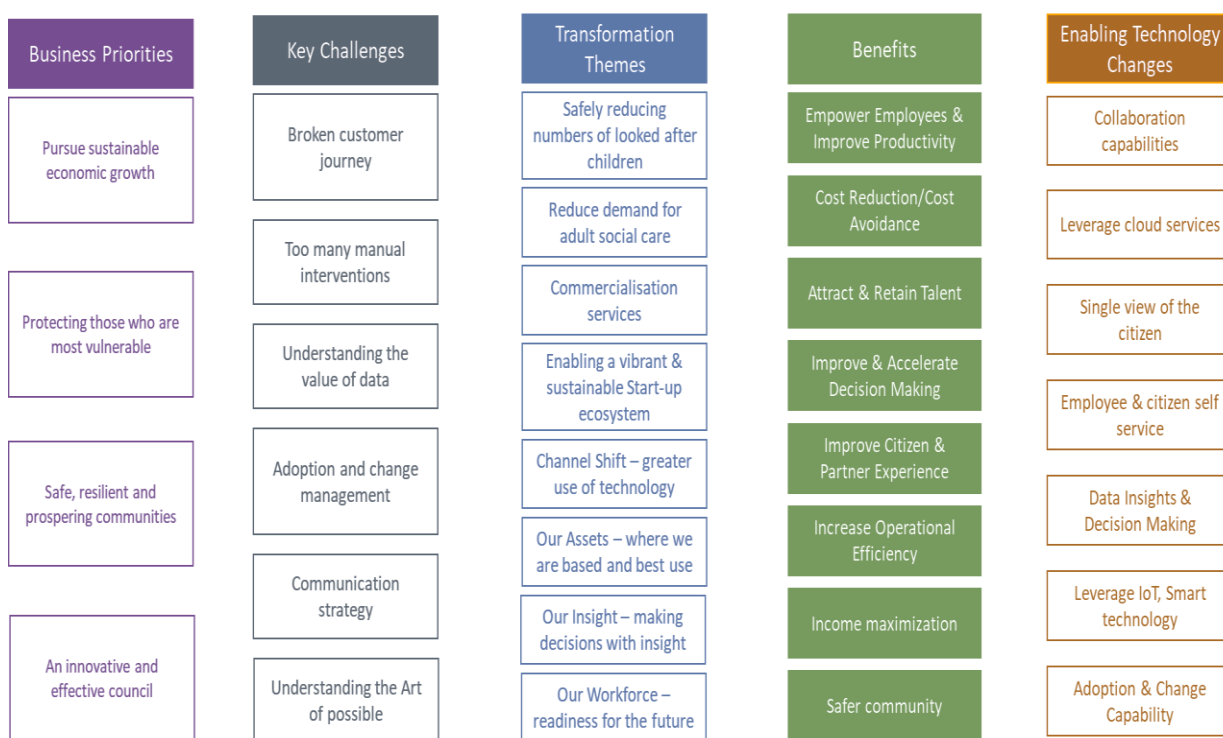


Figure One: Delivering the Business Priorities

At the more granular, departmental level, the council’s many functions support the corporate aims. As a unitary authority Wiltshire covers all local government responsibilities, through the provision of some 380 individual services within 15 Directorates, grouped under 3 Corporate Directors. These

rely on the daily use of ICT including the provision of laptops, email and other productivity tools, internet access, file storage, telephony, video conferencing, instant messaging, printing, and so forth, plus specialist cross-business applications such as SAP for finance and HR. Also, most functions have their own line-of-business software applications, sometimes supplemented by home-grown databases and spreadsheets. Ensuring the provision of the best possible corporate systems, and that they are used to best effect, while **rationalising and updating specialist line-of-business systems**, is a key part of this strategy.

Thus the council is wholly reliant on ICT, and as is typical in councils, around 70% of the ICT team's work involves keeping services operational. This is visible to end-users through such functions as the Service Desk, where they report incidents and make service requests, but most of this essential work remains unseen, being undertaken by a range of staff with specialist technical skills. Over a period of years, primarily due to austerity in the public sector, much of the technical infrastructure that supports the council's ICT has been under-invested in, and become aged, unreliable, difficult to support operationally, and hard to maintain in a secure state. Similarly, there has been a lack of investment in staff skills. **A substantial 'catch-up' programme of work is now essential**, built around sound architectural principles including **Cloud First** and **Software-as-a-Service**, and is proposed in this strategy.

Meanwhile, technology develops apace, and as an **innovative council** Wiltshire seeks to be at the leading edge in its adoption, and sees its importance in meeting its strategic aims. Of even greater importance than 'traditional' ICT is Digital technology. Digital is disrupting everything and providing unprecedented opportunities, and we are living in a time of enormous change. It has been said that change is happening 10 times faster and at 300 times the scale of the first Industrial Revolution—and thus is having a major impact. As Digital becomes ubiquitous, it is rewriting the way local authorities are delivering their corporate priorities and meeting business challenges. As Wiltshire Council continues to face austere times, the need for change has never been more important and the need for Digital transformation more relevant. It provides the opportunity to redesign our service delivery, to allow our residents to have more control over how and when they access their services, to collaborate efficiently with communities and partners, and to support a culture of innovation. The council therefore published a high-level Digital Strategy in 2017 (Ref 1), and launched a major Digital Programme in 2018 with Microsoft, aimed primarily at streamlining the way customers deal with the council, but also seeking to achieve internal efficiency improvements. It is the ambition of the council to be **'Digital by Choice'**, so that customers will choose to interact with us through digital channels, rather than by phone, email, letters or face-to-face, because digital interaction will be compellingly easy, quick, and convenient. **Digital enablement** will be important to this, achieved by ensuring high quality broadband coverage throughout the county, and helping and empowering those users (mostly but not exclusively older people) who currently lack digital skills. Digital enablement of the council's own staff is also a strategic need, and in addition internal **culture change** is a significant part of the current Digital Programme. This is an area that has had insufficient attention in the past, when it has been apparent that simply introducing a technology into the business has not always led to its successful adoption, or the realisation of anticipated benefits.

The current Digital Programme exploits developments in **Artificial Intelligence** (including 'robotic process automation') and **Business Intelligence** to improve the efficiency and effectiveness of the council's operations. As AI develops further, with self-learning systems emerging that can perform

more of the work currently done by people (but faster, cheaper and more accurately), the council will look to adopt this technology. To directly serve the needs of the vulnerable, the council will increasingly use TECS (Technology-Enabled Care Services), including easy-to-use, voice-activated systems, providing support within the home. Predictive analytics, which will involve making better use of the large amounts of data the council already collects, will be developed to enable **data-driven decisions**, to help social care and other areas to understand problems earlier, and to allow interventions that are both more effective and avoid greater costs downstream. There will be support at the local community level, helping people to use information and communications systems, including where appropriate the council's systems, to connect, communicate and share information, thereby assisting and empowering them in their self-support, and contributing further to the development of strong communities. These and other initiatives will also help the council meet the looming social care challenges of an aging population, living longer but not always in good health, and sometimes with the added burden of isolation and loneliness.

Other digitally-related technologies will come to the fore over the timescale of this strategy, and it is likely that the 'Internet of Things' will start to figure not only in our work on 'smart cities', but also in smart workplaces and smart homes, and these and other developments will contribute to the growth of the county's economy.

The council seeks to become more **entrepreneurial** to maximise its income, and ICT has an important role to play in enabling this too. Any business unit must understand its costs in detail, must plan resourcing and future workload, advertise its services over the web, monitor work in progress, invoice customers in an accurate and timely fashion, track payments and debt, and so forth. Many of these tools are readily available, either from existing corporate applications or as small-business cloud-based systems, and it will be possible to offer packages of business support tools to help what will be, in effect, internal business start-ups.

An examination of **best practice** in the sector, based on the recently-published ICT & Digital strategies of other councils, along with advice from central government, shows that in the proposed way ahead we are strategically-aligned with others. The vital importance of a sound ICT infrastructure is universally recognised (hence the proposed 'get-well' programme), and the technical approaches we espouse (Cloud first, Software-as-a-Service, a focus on cyber-security, etc.) have been adopted by all. The power of Digital and AI is driving innovation throughout the sector, and the need for enhanced digital skills within the community, and within the council itself are also recognised. The longer-term impact of AI on employment, and the need to prepare our residents for the jobs that will not be automated, is a consistent theme in both local and central government.

This strategy makes specific proposals in terms of end-user devices, service desk support, and the need to rationalise the 1200+ software applications in use. It defines the architectural principles we will apply, and outlines the future of the council's telephony, including mobile phones. It details essential improvements to the underpinning infrastructure (servers, databases, and information storage), and explains how security improvements (of which many are in hand) must continue. The need to better address Disaster Recovery is outlined. Better wi-fi for visitors is proposed, plus renewal of printing/copying facilities - and a move to a low-paper culture. Ways of helping users to make better use of existing technology are described, and the importance is stressed of achieving a 'virtuous circle' of measuring user satisfaction with ICT, acknowledging shortcomings, and acting upon them. This and other proposed means will help to **rebuild the relationship of trust** between

the business and ICT, which is anecdotally reported as being poor, but has not been objectively measured for many years, another issue that will be addressed.

The importance of good **governance** is outlined, covering both the BAU operations, but also projects for new ICT systems. Strong governance will allow progression from the current era of order-taking, with a long wish-list of projects to be done, into a new era of strategic planning, robust business cases with future savings factored into budgets, and a strong focus on benefits realisation.

The functions of different technical specialities within the ICT department are described, and it is proposed that a **future departmental structure** be formed along these functional lines (subject to consultation).

To bring together the above, a **‘Vision for 2022’** is proposed, describing a future state for ICT & Digital within the council, and this is summarised in Figure Two below:

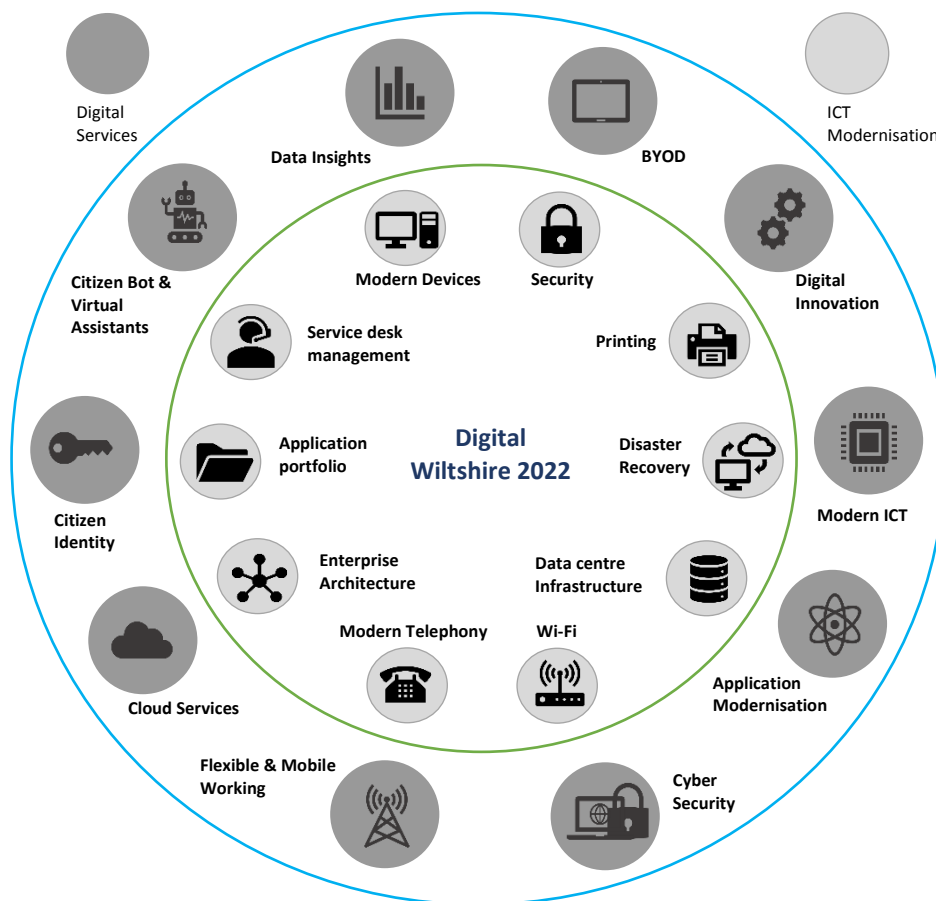


Figure Two: Summary of the Vision

This vision is ambitious but achievable, and will bring the council’s ICT into a state that will operate reliably, securely and cost-effectively. To achieve the transition from the present state to the 2022 vision, a **Roadmap** of key activities is proposed, along with indicative costs.

Importantly, it is proposed that ICT is **maintained** in a good state into the future, to avoid it once again falling behind. In the same vein, it is important that this ICT & Digital strategy document is periodically reviewed within the governance process (ideally at annual intervals) to ensure it remains correct and relevant, in terms of both evolving organisational needs and developing technology.

2. Introduction

Most organisations of any size rely totally on Information and Communications Technology (ICT) for normal business functioning, and soon discover in the event of ICT outages that they cannot operate effectively. As the world becomes more connected, workforces more distributed, and information increasingly held in digital form, the need for effective and reliable ICT becomes ever greater. Technology continues to develop apace, (the technical drivers for this are explored later), and the opportunities for more effective and efficient operation continue to develop.

In some organisations, the ICT department may be reduced to focussing on keeping the existing service operational, leaving it to the rest of the business to determine how they want technology to develop, what innovations to adopt, etc. This has occurred to a degree in Wiltshire Council, and experience in other organisations has shown that this 'order taking' approach is rarely effective, and typically leads to not only an overloaded ICT department with a backlog of new systems to implement, but also a fragmented landscape of local spot-fixes, incompatible systems across the organisation, duplicated functionality, and sometimes dead-end technology that soon needs replacing. The overloaded ICT department will meanwhile be encouraged to 'prioritise' the organisation's long wish-list, typically with limited success, while constantly fire-fighting and switching its focus to the latest, 'must-do' quick fix.

These problems normally occur in an organisation lacking an ICT Strategy. Sometimes, ICT specialists create what they believe to be an ICT Strategy, but is actually just their own wish-list of technical projects to keep the lights on and the costs down – server upgrades, network modifications, application upgrades, adoption of cloud services, and so forth. While very sensible and absolutely needed as a 'to do' list, this approach fails in that it does not recognise the central, indeed sole purpose of ICT – which is to serve the strategic aims of the business. Thus, any worthwhile ICT Strategy must start at that point, then work down from there. Of course, organisational goals are necessarily high level, and so the next step is to explore the goals of the departments that make up the organisation, and determine how technology can help them to fulfil them. Note that again, this must not be an 'order taking' process, but rather a discussion of both the 'art of the possible' that ICT enables, usually informed by what similar organisations are doing with their ICT in this area, and an understanding of current and emerging business needs, ideally expressed as requirements and opportunities, not technical solutions.

This must be set in the context of technological change, which continues apace thanks to a phenomenon called Moore's Law, which shows that computing power doubles every two years or so. This has held good since 1970, and shows no sign of abating. The consequences have been, and implications for the future are, profound. Thanks to ever more powerful computers, the development of the internet, the adoption of mobile technology (85% of UK adults now own a smartphone), and much more, we are now living in the Digital Age, and that is changing our workplace and our daily lives. But there's more. Developments in Artificial Intelligence and robotics mean that many tasks currently undertaken by people will be open to automation. This brings its own opportunities and concerns, and these are discussed later. Suffice it to say that technology

marches on, at pace, and an ICT Strategy must take note of these impending changes and plan accordingly.

As a Local Authority, Wiltshire Council provides a wide range of services (far wider than most private sector organisations), and so employs a large range of different specialists, and – inevitably – hosts a range of different working cultures. ICT is one of those functions that works right across the organisation, and so must understand and respect those widely varying ways of working. ICT must also understand what is best practice in the sector, taking note of the successes (and failures) of others, while always seeking to be innovative, to the benefit of the business. Again, this highlights the crucial need for ICT to be in constructive dialogue with departments right across the business, and externally too.

It is necessary to take an incisive and realistic view of the current state of ICT in the organisation. This will help determine how fit-for-purpose the existing infrastructure, applications and end-user equipment is, how well the ICT team serves the organisation currently in terms of its structure, processes and relationships, and what shape the team is in to move things forward. Many ICT strategies focus only on the new and exciting projects to be done to move the organisation forward, but these must be built on a sound base if they are not to fail in the future, and an honest appraisal must be undertaken to understand what must be remedied, to underpin future success.

From all of the above, it is possible to create a vision of a desired future state, in terms of the use of information and communications technology across the business, and how it is supporting the organisation's strategic aims. This definition of the desired future state must be understood by all, and supported by all, so that the ICT department and the business can work together to deliver it. It will be a moving target – the world moves on, as does technology, and so it will need to be periodically revisited, typically on an annual basis. But if well-formed, and both realistic and aspirational, it will inspire and inform all those involved in its realisation. It will be the lodestar that guides all ICT activity.

The gap between ICT as it is, and ICT as determined by the vision, forms the basis of the plan of action. This is usually best expressed as a 'roadmap' – a graphical representation of what needs to be done, when, with any dependencies being highlighted. The roadmap – which must have some slack built in, to cater for the unexpected (be that central Government initiatives, or project delays), is now the definitive plan of ICT activity. It has been formed from the organisational and departmental strategic needs, and so replaces the former list of projects that had emerged, bottom-up, from the organisation. It does not need prioritising, it is already prioritised.

3. The Council's High-Level Strategy

The starting point for any ICT & Digital Strategy is the council's top-level business plan, which currently covers the period 2017-2027 (Ref 2). The council's vision is "To Create Stronger Communities in Wiltshire", which will involve building on past success in improving people's lives and helping businesses relocate to Wiltshire, working with local communities and partners, and investing in technology to make it easier for residents and businesses to engage with the council and resolve matters more quickly. That in turn breaks down into several key priorities:

- **Growing the economy:** including growing the skills of the local workforce, attracting and retaining high value businesses in Wiltshire, and doing so by having high quality education,

good transport links and employment sites, and sufficient housing in clean, safe, attractive environments.

- **Strong Communities:** whereby people take responsibility for their well-being, build positive relationships, and get involved in their communities, succeeding to the best of their abilities, and feeling safe where they live and work.
- **Protecting the Vulnerable:** so that all residents have a good start in life, and go on to live healthy and fulfilled lives through to a dignified end. This will include early intervention, prevention, and promoting community inclusivity. Health and social care will be delivered seamlessly and to the highest standards, and the council will work with health and the voluntary sector to provide appropriate, local, cost-efficient and good quality care packages, support and facilities.
- The council must be **Innovative and Effective** to deliver these priorities, taking where necessary difficult decisions, focussing on income generation and a more commercial approach, working with businesses for mutual benefit, and by doing so meeting rising demands.

These clearly-stated, strategic and enduring aims inform everything the council does, and as will be seen below, the ICT & Digital Strategy will both directly and indirectly support them.

4. Departmental Strategic Needs

As a unitary authority, Wiltshire Council covers the full spectrum of local government responsibilities, through the provision of approximately 380 individual services within 15 Directorates, led by 3 Corporate Directors. All functions within the council need access to high-quality, reliable ICT to perform their work, and this includes both generic services such as email, telephony, print, internet, etc., specialist cross-organisational applications such as SAP for finance/HR, but also specialist line-of-business systems dedicated to their own function. These services have to be accessed through the appropriate end-user devices (laptop, smartphone etc), there has to be support for mobile working, services have to be available 24x7, and information has to be accessed and stored securely. The applications in use have to be fit for purpose, and this involves constant attention by ICT specialists to keep them properly patched so that they are secure, bugs are fixed, and they continue to inter-operate as necessary with other ICT systems. (This normally means that the council must be using nothing older than the current or most recent previous version of the software system, a policy of “n-1”).

It is important that each department’s ICT needs are interpreted in the context of the organisation as a whole, its existing and planned infrastructure, and the architectural principles it has adopted (which are described below). Understanding departmental strategies and priorities, and translating them into ICT solutions in this organisation-wide context, helps to minimise the proliferation of spot-solutions, helps avoid investment in technology that is incompatible with other council systems or in dead-end technologies, and helps leverage the use of solutions that already exist within the council. The current estate of 1200+ applications is extreme, even for a council, and best practice elsewhere suggests that an estate of 200 or so is a realistic goal to aim for. This may require some compromises, but will be overall far more efficient and cost-effective for the council as a whole, will allow applications to be properly supported, and will assist in the provision of training and the recruitment of local super-users. As is also described below, any future investments in technology

must be based on full business cases, approved through the governance structure, and incorporating planned benefits realisation and the recouping of planned financial savings.

In the context of the opportunities offered by digital technology, it is useful to understand the alignment to the corporate and departmental strategies:

1. Growing the economy

- a. Superfast broadband infrastructure will be delivered through the Wiltshire Online Programme to households and businesses, so they can access goods and services online, use social media, interact easily with the council, and achieve the many benefits of the Digital age;
- b. We will support development of Digital skills within the community, and among council staff;
- c. The creation of internet infrastructure will facilitate the Internet of Things (IoT) technologies, and the smart city/workplace/home that will flow from it.

2. Strong Communities

- a. We will create opportunities for better joint working with partners, parish and town councils, and with local community groups, through the use of digital technology. This will include providing advice on what is readily available, and where appropriate providing secure access to council information systems;
- b. Our 'open data' policy will ensure that everyone will be able to access appropriately anonymised data to help generate creative solutions to local problems;
- c. Customers and communities will be able to self-service their requests on demand;
- d. Within the council, and working with partners, we will use data, AI and smart technologies to create multi-agency intelligence hubs to ensure safer communities;
- e. We will promote the use of community digital champions;
- f. We will provide easier access to advice and information;
- g. We will promote digital inclusion and accessibility for all;
- h. Our activities will help build 'social capital', which is proven to improve health and strengthen resilience to health problems (Ref 3);
- i. A community is "made up of people who have a common interest, to protect, serve and contribute to the common good" (Ref 4), and involves the creation of "solidarity, commitment, mutuality and trust among people" (Ref 5), and while digital technology and good communications will not necessarily bring that about automatically, the influence of technology as evidenced by the rapid growth of social media in recent years shows its potential at the community level, and we will promote this technology at the local level accordingly.

3. Protecting the Vulnerable

- a. We will leverage our data to understand and manage future demands on services and future needs of our population;
- b. We will improve interoperability and collaboration with partners (police, health services, town and parish councils, charities, community groups etc.) to allow better information sharing, decision making and resource allocation – improving support for customers;

- c. We will move from being reactive to preventative – for example using TECS (Technology-Enabled Care Services) to support vulnerable adults living at home;
- d. We will use technology to identify concerns early and act quickly to ensure more complex problems or difficulties don't arise, by providing the right interventions at the right time and right place;
- e. Where safely possible we will promote self-service and options for the citizens to use community resources;

4. Working with partners as an innovative and effective council

- a. In improving digital access we will achieve channel shift, driving more self-service which customers prefer, and which is cheaper for the council to deliver;
- b. We will seek to digitise services end-to-end, redesigning and automating where appropriate, to achieve greater efficiency, lower costs, the redeployment of staff to more appropriate tasks (cross-organisationally, as necessary), and the best possible customer service;
- c. We will increasingly use collaboration platforms for efficient internal and external (partner/communities) working, thereby improving immediacy, reducing email and other forms of asynchronous working, and improving teamwork and shared understanding of issues and working styles;
- d. Data will be used to inform decision making at all levels of the organisation, and by sharing data with partners we will contribute to better shared decision-making and improved outcomes for our customers;
- e. We will increasingly use data-driven models for demand forecasting, capacity modelling, and to drive departmental commercialisation strategies;
- f. Where possible we will remove manual re-keying, and data duplication;
- g. Data quality will be improved as customers will be able to update certain personal information held about themselves;
- h. The adoption of one citizen identity across all the council services will simplify digital interactions for our customers, and help in creating a 'single view of the customer'.

Figure Three below shows how common digital services across departments will help to deliver the council's digital ambition.

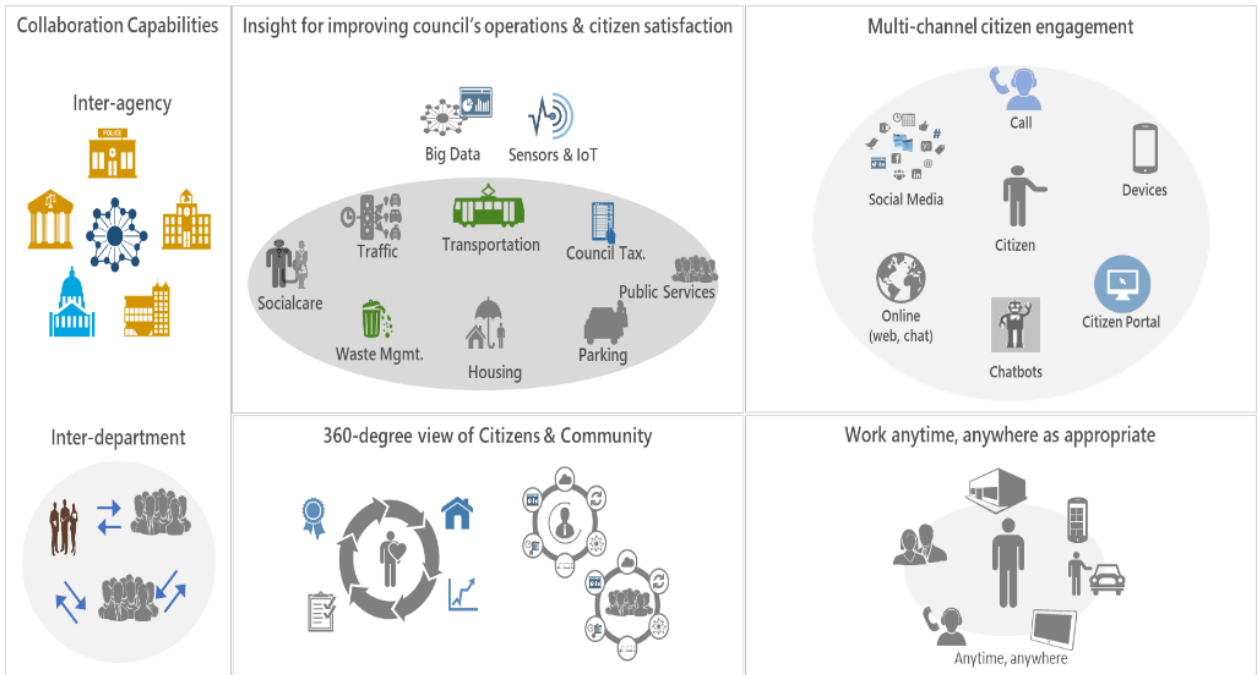


Figure Three: Common Digital Services Across Departments

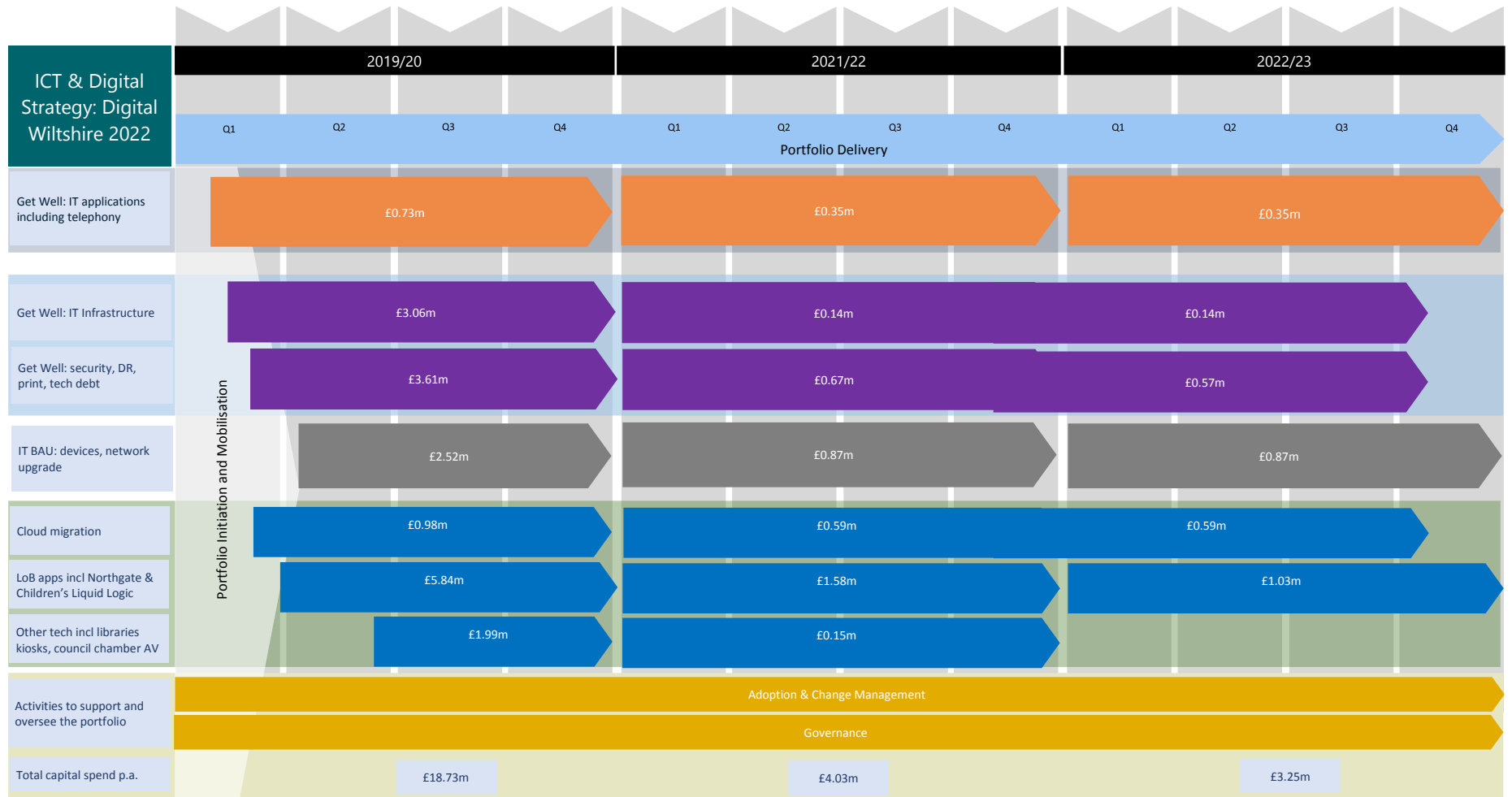


Figure Four: Roadmap Timescales and Costs

Figure Four above is a high-level representation of the major programmes of work proposed over the course of the following three financial years, within the envelope of the approved capital programme. A detailed Programme Business Case and Programme Plan will be prepared for this work. The existing Microsoft Digital Programme will finish during 2019 and is not shown here, as it is well documented elsewhere. There will be further work to be done to exploit what it has started, including further use of virtual assistants, further development of the citizen bot, greater use of BI technology, and more. It is anticipated that additional digital work will be undertaken in due course, to exploit continuing developments in AI such as robotic and cognitive automation, but the timing of this will depend on the availability of the technology, and of course be subject to normal approvals processes.

For further details of the ICT & Digital Strategy, please see the longer version of this document.

5. References

1. <https://cms.wiltshire.gov.uk/documents/s132476/Enc.%20%20for%20Draft%20Digital%20Strategy.pdf>
2. <http://www.wiltshire.gov.uk/downloads/8543>
3. <https://www.kingsfund.org.uk/projects/improving-publics-health/strong-communities-wellbeing-and-resilience>
4. https://www.researchgate.net/publication/284729432_Analysis_of_values_and_principles_of_community_development_a_response_to_the_challenges_of_building_a_new_Nigeria
5. 'The Problems of Communitarian Politics', Elizabeth Frazer, Oxford University Press, 1999, ISBN: 9780198295631

This page is intentionally left blank



Wiltshire Council
ICT & Digital Strategy:
Digital Wiltshire 2022

A Strategy and Three Year Plan for April 2019 to April 2022

4 April 2019

Version 1.2

Contents

1. Executive Summary	3
2. Introduction	7
3. The Council’s High-Level Strategy	8
4. Departmental Strategic Needs	9
5. Key Technological and Societal Trends	12
6. Best Practice in the Sector	16
7. Current ICT Provision and Areas for Improvement.....	18
8. ICT Governance	26
9. A Vision for 2022	33
10. Roadmap	40
11. Next Steps	41
12. References.....	42
13. Appendices.....	44

Document Version Control

Version	Date Produced	Comments
v0.1 - draft	31 Dec 2018	First draft combining separate sections
v0.2 - draft	2 Jan 2019	Minor updates on earlier versions
v0.3 – draft	2 Jan 2019	Minor updates on earlier versions
v0.4 – draft	3 Jan 2019	Minor updates on earlier versions
v0.5 – draft	7 Jan 2019	Minor updates on earlier versions
v0.6 - draft	7 Jan 2019	Minor updates on earlier versions
v0.7 - draft	8 Jan 2019	Minor updates on earlier versions
v0.8 - draft	9 Jan 2019	Minor updates on earlier versions
v0.9 - draft	11 Jan 2019	Minor updates on earlier versions
v1.0	15 Jan 2019	Minor updates on earlier versions
v1.1	29 Mar 2019	Further financial details added
v1.2	4 April 2019	Further financial details added

1. Executive Summary

After the creation of Wiltshire Council as a unitary in 2009, significant effort and investment went into the creation of Information & Communications Technology (ICT) that would meet the needs of the unified organisation. This was seen as a successful exercise. In the years that followed, however, developments in ICT have been led primarily by the requirements of the separate business areas. This approach has created a complex variety of systems, a lengthening list of outstanding requirements for new business applications, and a burgeoning need to update the supporting technology. For the ICT Department to properly support the organisation, the council needs a sound ICT & Digital Strategy that matches and supports its strategic aims and enables it to keep in step with developing technology. This paper develops and presents such a strategy.

The council’s high-level strategic aims have been well-articulated, with the key priorities being:

- Growing the Economy;
- Building Stronger Communities;
- Protecting the Vulnerable;
- and in all this, being Innovative and Effective.

It is vital that all technology provision supports these core aims, and so **corporate plan alignment** is a fundamental principle of this strategy. The ICT & Digital strategy maps to these key priorities, as is shown in Figure One below:

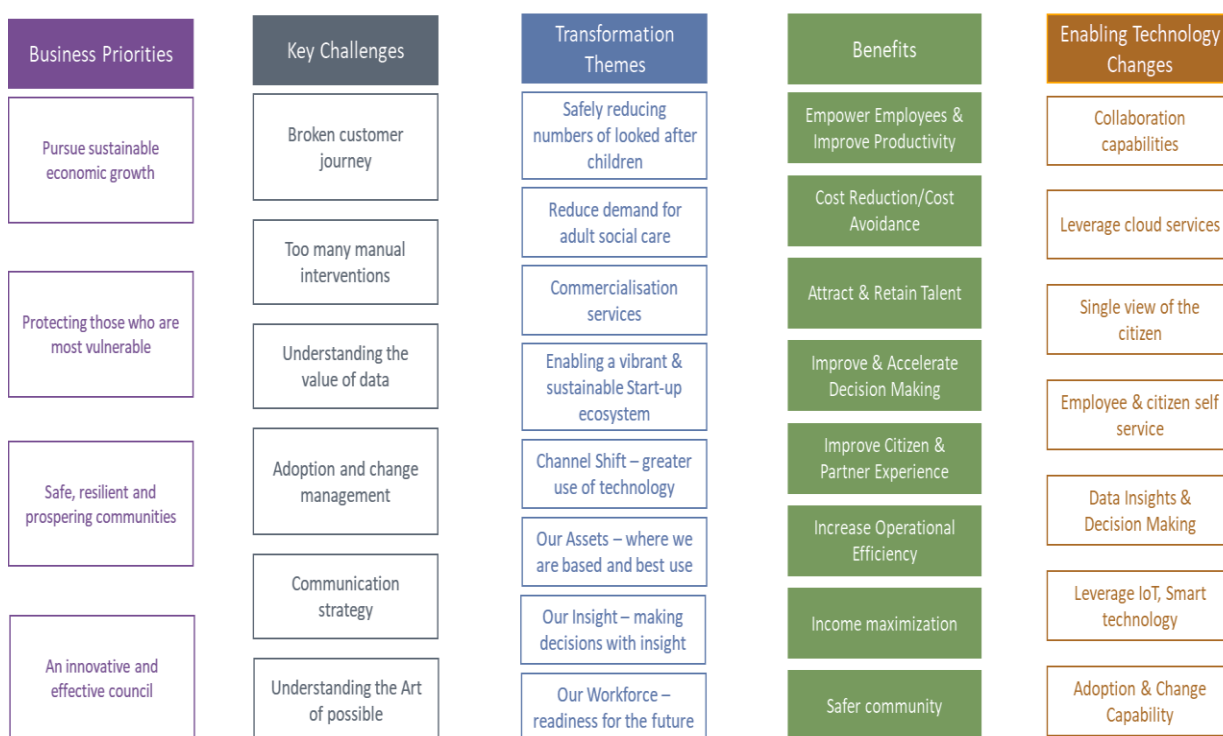


Figure One: Delivering the Business Priorities

At the more granular, departmental level, the council’s many functions support the corporate aims. As a unitary authority Wiltshire covers all local government responsibilities, through the provision of some 380 individual services within 15 Directorates, grouped under 3 Corporate Directors. These

rely on the daily use of ICT including the provision of laptops, email and other productivity tools, internet access, file storage, telephony, video conferencing, instant messaging, printing, and so forth, plus specialist cross-business applications such as SAP for finance and HR. Also, most functions have their own line-of-business software applications, sometimes supplemented by home-grown databases and spreadsheets. Ensuring the provision of the best possible corporate systems, and that they are used to best effect, while **rationalising and updating specialist line-of-business systems**, is a key part of this strategy.

Thus the council is wholly reliant on ICT, and as is typical in councils, around 70% of the ICT team's work involves keeping services operational. This is visible to end-users through such functions as the Service Desk, where they report incidents and make service requests, but most of this essential work remains unseen, being undertaken by a range of staff with specialist technical skills. Over a period of years, primarily due to austerity in the public sector, much of the technical infrastructure that supports the council's ICT has been under-invested in, and become aged, unreliable, difficult to support operationally, and hard to maintain in a secure state. Similarly, there has been a lack of investment in staff skills. **A substantial 'catch-up' programme of work is now essential**, built around sound architectural principles including **Cloud First** and **Software-as-a-Service**, and is proposed in this strategy.

Meanwhile, technology develops apace, and as an **innovative council** Wiltshire seeks to be at the leading edge in its adoption, and sees its importance in meeting its strategic aims. Of even greater importance than 'traditional' ICT is Digital technology. Digital is disrupting everything and providing unprecedented opportunities, and we are living in a time of enormous change. It has been said that change is happening 10 times faster and at 300 times the scale of the first Industrial Revolution—and thus is having a major impact. As Digital becomes ubiquitous, it is rewriting the way local authorities are delivering their corporate priorities and meeting business challenges. As Wiltshire Council continues to face austere times, the need for change has never been more important and the need for Digital transformation more relevant. It provides the opportunity to redesign our service delivery, to allow our residents to have more control over how and when they access their services, to collaborate efficiently with communities and partners, and to support a culture of innovation. The council therefore published a high-level Digital Strategy in 2017 (Ref 1), and launched a major Digital Programme in 2018 with Microsoft, aimed primarily at streamlining the way customers deal with the council, but also seeking to achieve internal efficiency improvements. It is the ambition of the council to be **'Digital by Choice'**, so that customers will choose to interact with us through digital channels, rather than by phone, email, letters or face-to-face, because digital interaction will be compellingly easy, quick, and convenient. **Digital enablement** will be important to this, achieved by ensuring high quality broadband coverage throughout the county, and helping and empowering those users (mostly but not exclusively older people) who currently lack digital skills. Digital enablement of the council's own staff is also a strategic need, and in addition internal **culture change** is a significant part of the current Digital Programme. This is an area that has had insufficient attention in the past, when it has been apparent that simply introducing a technology into the business has not always led to its successful adoption, or the realisation of anticipated benefits.

The current Digital Programme exploits developments in **Artificial Intelligence** (including 'robotic process automation') and **Business Intelligence** to improve the efficiency and effectiveness of the council's operations. As AI develops further, with self-learning systems emerging that can perform

more of the work currently done by people (but faster, cheaper and more accurately), the council will look to adopt this technology. To directly serve the needs of the vulnerable, the council will increasingly use TECS (Technology-Enabled Care Services), including easy-to-use, voice-activated systems, providing support within the home. Predictive analytics, which will involve making better use of the large amounts of data the council already collects, will be developed to enable **data-driven decisions**, to help social care and other areas to understand problems earlier, and to allow interventions that are both more effective and avoid greater costs downstream. There will be support at the local community level, helping people to use information and communications systems, including where appropriate the council's systems, to connect, communicate and share information, thereby assisting and empowering them in their self-support, and contributing further to the development of strong communities. These and other initiatives will also help the council meet the looming social care challenges of an aging population, living longer but not always in good health, and sometimes with the added burden of isolation and loneliness.

Other digitally-related technologies will come to the fore over the timescale of this strategy, and it is likely that the 'Internet of Things' will start to figure not only in our work on 'smart cities', but also in smart workplaces and smart homes, and these and other developments will contribute to the growth of the county's economy.

The council seeks to become more **entrepreneurial** to maximise its income, and ICT has an important role to play in enabling this too. Any business unit must understand its costs in detail, must plan resourcing and future workload, advertise its services over the web, monitor work in progress, invoice customers in an accurate and timely fashion, track payments and debt, and so forth. Many of these tools are readily available, either from existing corporate applications or as small-business cloud-based systems, and it will be possible to offer packages of business support tools to help what will be, in effect, internal business start-ups.

An examination of **best practice** in the sector, based on the recently-published ICT & Digital strategies of other councils, along with advice from central government, shows that in the proposed way ahead we are strategically-aligned with others. The vital importance of a sound ICT infrastructure is universally recognised (hence the proposed 'get-well' programme), and the technical approaches we espouse (Cloud first, Software-as-a-Service, a focus on cyber-security, etc.) have been adopted by all. The power of Digital and AI is driving innovation throughout the sector, and the need for enhanced digital skills within the community, and within the council itself are also recognised. The longer-term impact of AI on employment, and the need to prepare our residents for the jobs that will not be automated, is a consistent theme in both local and central government.

This strategy makes specific proposals in terms of end-user devices, service desk support, and the need to rationalise the 1200+ software applications in use. It defines the architectural principles we will apply, and outlines the future of the council's telephony, including mobile phones. It details essential improvements to the underpinning infrastructure (servers, databases, and information storage), and explains how security improvements (of which many are in hand) must continue. The need to better address Disaster Recovery is outlined. Better wi-fi for visitors is proposed, plus renewal of printing/copying facilities - and a move to a low-paper culture. Ways of helping users to make better use of existing technology are described, and the importance is stressed of achieving a 'virtuous circle' of measuring user satisfaction with ICT, acknowledging shortcomings, and acting upon them. This and other proposed means will help to **rebuild the relationship of trust** between

the business and ICT, which is anecdotally reported as being poor, but has not been objectively measured for many years, another issue that will be addressed.

The importance of good **governance** is outlined, covering both the BAU operations, but also projects for new ICT systems. Strong governance will allow progression from the current era of order-taking, with a long wish-list of projects to be done, into a new era of strategic planning, robust business cases with future savings factored into budgets, and a strong focus on benefits realisation.

The functions of different technical specialities within the ICT department are described, and it is proposed that a **future departmental structure** be formed along these functional lines (subject to consultation).

To bring together the above, a **‘Vision for 2022’** is proposed, describing a future state for ICT & Digital within the council, and this is summarised in Figure Two below:

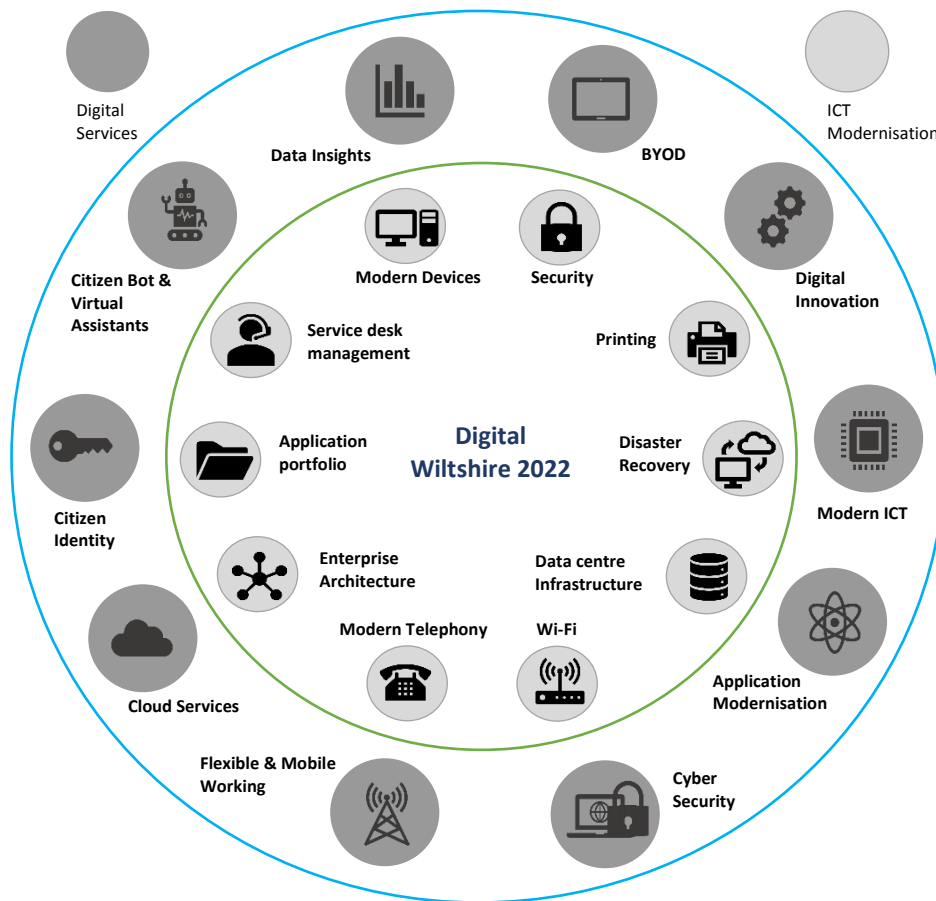


Figure Two: Summary of the Vision

This vision is ambitious but achievable, and will bring the council’s ICT into a state that will operate reliably, securely and cost-effectively. To achieve the transition from the present state to the 2022 vision, a **Roadmap** of key activities is proposed, along with indicative costs.

Importantly, it is proposed that ICT is **maintained** in a good state into the future, to avoid it once again falling behind. In the same vein, it is important that this ICT & Digital strategy document is periodically reviewed within the governance process (ideally at annual intervals) to ensure it remains correct and relevant, in terms of both evolving organisational needs and developing technology.

2. Introduction

Most organisations of any size rely totally on Information and Communications Technology (ICT) for normal business functioning, and soon discover in the event of ICT outages that they cannot operate effectively. As the world becomes more connected, workforces more distributed, and information increasingly held in digital form, the need for effective and reliable ICT becomes ever greater. Technology continues to develop apace, (the technical drivers for this are explored later), and the opportunities for more effective and efficient operation continue to develop.

In some organisations, the ICT department may be reduced to focussing on keeping the existing service operational, leaving it to the rest of the business to determine how they want technology to develop, what innovations to adopt, etc. This has occurred to a degree in Wiltshire Council, and experience in other organisations has shown that this 'order taking' approach is rarely effective, and typically leads to not only an overloaded ICT department with a backlog of new systems to implement, but also a fragmented landscape of local spot-fixes, incompatible systems across the organisation, duplicated functionality, and sometimes dead-end technology that soon needs replacing. The overloaded ICT department will meanwhile be encouraged to 'prioritise' the organisation's long wish-list, typically with limited success, while constantly fire-fighting and switching its focus to the latest, 'must-do' quick fix.

These problems normally occur in an organisation lacking an ICT Strategy. Sometimes, ICT specialists create what they believe to be an ICT Strategy, but is actually just their own wish-list of technical projects to keep the lights on and the costs down – server upgrades, network modifications, application upgrades, adoption of cloud services, and so forth. While very sensible and absolutely needed as a 'to do' list, this approach fails in that it does not recognise the central, indeed sole purpose of ICT – which is to serve the strategic aims of the business. Thus, any worthwhile ICT Strategy must start at that point, then work down from there. Of course, organisational goals are necessarily high level, and so the next step is to explore the goals of the departments that make up the organisation, and determine how technology can help them to fulfil them. Note that again, this must not be an 'order taking' process, but rather a discussion of both the 'art of the possible' that ICT enables, usually informed by what similar organisations are doing with their ICT in this area, and an understanding of current and emerging business needs, ideally expressed as requirements and opportunities, not technical solutions.

This must be set in the context of technological change, which continues apace thanks to a phenomenon called Moore's Law (see Appendix A), which shows that computing power doubles every two years or so. This has held good since 1970, and shows no sign of abating. The consequences have been, and implications for the future are, profound. Thanks to ever more powerful computers, the development of the internet, the adoption of mobile technology (85% of UK adults now own a smartphone), and much more, we are now living in the Digital Age, and that is changing our workplace and our daily lives. But there's more. Developments in Artificial Intelligence and robotics mean that many tasks currently undertaken by people will be open to automation. This brings its own opportunities and concerns, and these are discussed later. Suffice it to say that

technology marches on, at pace, and an ICT Strategy must take note of these impending changes and plan accordingly.

As a Local Authority, Wiltshire Council provides a wide range of services (far wider than most private sector organisations), and so employs a large range of different specialists, and – inevitably – hosts a range of different working cultures. ICT is one of those functions that works right across the organisation, and so must understand and respect those widely varying ways of working. ICT must also understand what is best practice in the sector, taking note of the successes (and failures) of others, while always seeking to be innovative, to the benefit of the business. Again, this highlights the crucial need for ICT to be in constructive dialogue with departments right across the business, and externally too.

It is necessary to take an incisive and realistic view of the current state of ICT in the organisation. This will help determine how fit-for-purpose the existing infrastructure, applications and end-user equipment is, how well the ICT team serves the organisation currently in terms of its structure, processes and relationships, and what shape the team is in to move things forward. Many ICT strategies focus only on the new and exciting projects to be done to move the organisation forward, but these must be built on a sound base if they are not to fail in the future, and an honest appraisal must be undertaken to understand what must be remedied, to underpin future success.

From all of the above, it is possible to create a vision of a desired future state, in terms of the use of information and communications technology across the business, and how it is supporting the organisation's strategic aims. This definition of the desired future state must be understood by all, and supported by all, so that the ICT department and the business can work together to deliver it. It will be a moving target – the world moves on, as does technology, and so it will need to be periodically revisited, typically on an annual basis. But if well-formed, and both realistic and aspirational, it will inspire and inform all those involved in its realisation. It will be the lodestar that guides all ICT activity.

The gap between ICT as it is, and ICT as determined by the vision, forms the basis of the plan of action. This is usually best expressed as a 'roadmap' – a graphical representation of what needs to be done, when, with any dependencies being highlighted. The roadmap – which must have some slack built in, to cater for the unexpected (be that central Government initiatives, or project delays), is now the definitive plan of ICT activity. It has been formed from the organisational and departmental strategic needs, and so replaces the former list of projects that had emerged, bottom-up, from the organisation. It does not need prioritising, it is already prioritised.

3. The Council's High-Level Strategy

The starting point for any ICT & Digital Strategy is the council's top-level business plan, which currently covers the period 2017-2027 (Ref 2). The council's vision is "To Create Stronger Communities in Wiltshire", which will involve building on past success in improving people's lives and helping businesses relocate to Wiltshire, working with local communities and partners, and investing in technology to make it easier for residents and businesses to engage with the council and resolve matters more quickly. That in turn breaks down into several key priorities:

- **Growing the economy:** including growing the skills of the local workforce, attracting and retaining high value businesses in Wiltshire, and doing so by having high quality education,

good transport links and employment sites, and sufficient housing in clean, safe, attractive environments.

- **Strong Communities:** whereby people take responsibility for their well-being, build positive relationships, and get involved in their communities, succeeding to the best of their abilities, and feeling safe where they live and work.
- **Protecting the Vulnerable:** so that all residents have a good start in life, and go on to live healthy and fulfilled lives through to a dignified end. This will include early intervention, prevention, and promoting community inclusivity. Health and social care will be delivered seamlessly and to the highest standards, and the council will work with health and the voluntary sector to provide appropriate, local, cost-efficient and good quality care packages, support and facilities.
- The council must be **Innovative and Effective** to deliver these priorities, taking where necessary difficult decisions, focussing on income generation and a more commercial approach, working with businesses for mutual benefit, and by doing so meeting rising demands.

These clearly-stated, strategic and enduring aims inform everything the council does, and as will be seen below, the ICT & Digital Strategy will both directly and indirectly support them.

4. Departmental Strategic Needs

As a unitary authority, Wiltshire Council covers the full spectrum of local government responsibilities, through the provision of approximately 380 individual services within 15 Directorates, led by 3 Corporate Directors. All functions within the council need access to high-quality, reliable ICT to perform their work, and this includes both generic services such as email, telephony, print, internet, etc., specialist cross-organisational applications such as SAP for finance/HR, but also specialist line-of-business systems dedicated to their own function. These services have to be accessed through the appropriate end-user devices (laptop, smartphone etc), there has to be support for mobile working, services have to be available 24x7, and information has to be accessed and stored securely. The applications in use have to be fit for purpose, and this involves constant attention by ICT specialists to keep them properly patched so that they are secure, bugs are fixed, and they continue to inter-operate as necessary with other ICT systems. (This normally means that the council must be using nothing older than the current or most recent previous version of the software system, a policy of “n-1”).

It is important that each department’s ICT needs are interpreted in the context of the organisation as a whole, its existing and planned infrastructure, and the architectural principles it has adopted (which are described below). Understanding departmental strategies and priorities, and translating them into ICT solutions in this organisation-wide context, helps to minimise the proliferation of spot-solutions, helps avoid investment in technology that is incompatible with other council systems or in dead-end technologies, and helps leverage the use of solutions that already exist within the council. The current estate of 1200+ applications is extreme, even for a council, and best practice elsewhere suggests that an estate of 200 or so is a realistic goal to aim for. This may require some compromises, but will be overall far more efficient and cost-effective for the council as a whole, will allow applications to be properly supported, and will assist in the provision of training and the recruitment of local super-users. As is also described below, any future investments in technology

must be based on full business cases, approved through the governance structure, and incorporating planned benefits realisation and the recouping of planned financial savings.

In the context of the opportunities offered by digital technology, it is useful to understand the alignment to the corporate and departmental strategies:

1. Growing the economy

- a. Superfast broadband infrastructure will be delivered through the Wiltshire Online Programme to households and businesses, so they can access goods and services online, use social media, interact easily with the council, and achieve the many benefits of the Digital age;
- b. We will support development of Digital skills within the community, and among council staff;
- c. The creation of internet infrastructure will facilitate the Internet of Things (IoT) technologies, and the smart city/workplace/home that will flow from it.

2. Strong Communities

- a. We will create opportunities for better joint working with partners, parish and town councils, and with local community groups, through the use of digital technology. This will include providing advice on what is readily available, and where appropriate providing secure access to council information systems;
- b. Our 'open data' policy will ensure that everyone will be able to access appropriately anonymised data to help generate creative solutions to local problems;
- c. Customers and communities will be able to self-service their requests on demand;
- d. Within the council, and working with partners, we will use data, AI and smart technologies to create multi-agency intelligence hubs to ensure safer communities;
- e. We will promote the use of community digital champions;
- f. We will provide easier access to advice and information;
- g. We will promote digital inclusion and accessibility for all;
- h. Our activities will help build 'social capital', which is proven to improve health and strengthen resilience to health problems (Ref 3);
- i. A community is "made up of people who have a common interest, to protect, serve and contribute to the common good" (Ref 4), and involves the creation of "solidarity, commitment, mutuality and trust among people" (Ref 5), and while digital technology and good communications will not necessarily bring that about automatically, the influence of technology as evidenced by the rapid growth of social media in recent years shows its potential at the community level, and we will promote this technology at the local level accordingly.

3. Protecting the Vulnerable

- a. We will leverage our data to understand and manage future demands on services and future needs of our population;
- b. We will improve interoperability and collaboration with partners (police, health services, town and parish councils, charities, community groups etc.) to allow better information sharing, decision making and resource allocation – improving support for customers;

- c. We will move from being reactive to preventative – for example using TECS (Technology-Enabled Care Services) to support vulnerable adults living at home;
- d. We will use technology to identify concerns early and act quickly to ensure more complex problems or difficulties don't arise, by providing the right interventions at the right time and right place;
- e. Where safely possible we will promote self-service and options for the citizens to use community resources;

4. Working with partners as an innovative and effective council

- a. In improving digital access we will achieve channel shift, driving more self-service which customers prefer, and which is cheaper for the council to deliver;
- b. We will seek to digitise services end-to-end, redesigning and automating where appropriate, to achieve greater efficiency, lower costs, the redeployment of staff to more appropriate tasks (cross-organisationally, as necessary), and the best possible customer service;
- c. We will increasingly use collaboration platforms for efficient internal and external (partner/communities) working, thereby improving immediacy, reducing email and other forms of asynchronous working, and improving teamwork and shared understanding of issues and working styles;
- d. Data will be used to inform decision making at all levels of the organisation, and by sharing data with partners we will contribute to better shared decision-making and improved outcomes for our customers;
- e. We will increasingly use data-driven models for demand forecasting, capacity modelling, and to drive departmental commercialisation strategies;
- f. Where possible we will remove manual re-keying, and data duplication;
- g. Data quality will be improved as customers will be able to update certain personal information held about themselves;
- h. The adoption of one citizen identity across all the council services will simplify digital interactions for our customers, and help in creating a 'single view of the customer'.

Figure Three below shows how common digital services across departments will help to deliver the council's digital ambition.

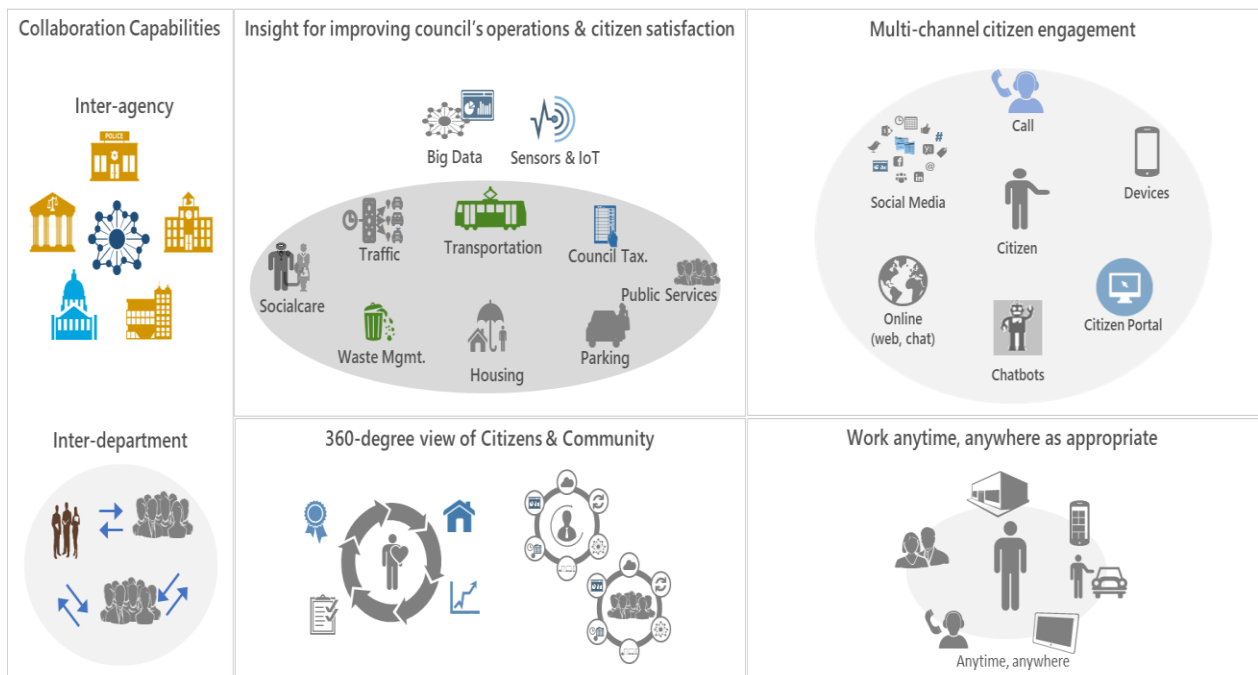


Figure Three: Common Digital Services Across Departments

5. Key Technological and Societal Trends

The pace of technological change shows no sign of abating. Fundamental drivers include Moore's Law (see Appendix A), the globalisation of production keeping hardware costs low, the consumerisation of technology, and the growth of internet usage for both business and leisure, which in turn stokes demand for connectivity (see Appendix B: Nielsen's Law), and the demand for cheap and ever-improving end-user devices. The Digital Revolution continues to change our lives. There are also emerging changes in technology, on a slightly longer timescale, which will undoubtedly bring about even more fundamental changes over the next 10–15 years. Thus, while predictions of the future are notoriously difficult, it is possible to get a reasonable understanding of likely developments in IT over the next 3-4 years, along with their applicability in the council. Along with technology trends, it is also possible to understand some trends within society that will affect the demand for services provided by the council.

Key technology trends include:

- Artificial Intelligence (AI), in particular machine-learning systems. (Consultants McKinsey provide a useful overview: Ref 6). These systems build a mathematical model using 'training data', and from this can progressively make predictions or decisions without being explicitly programmed to perform this task. While it is tempting to think that such systems will rapidly evolve to become super-intelligent, there are limitations, including the need for large amounts of high-quality training data before high performance is achieved, problems of bias in training data, and difficulties in generalising once a well-optimised system emerges (i.e. the AI is good, but at only a very limited task). Nevertheless, this is an area that is likely to have a major impact over the next few years, and longer term even highly skilled jobs, such as lawyers and doctors, could be replaced (or more likely supplemented) by AI (Ref 7:). AI is

having an influence in other technologies, including several listed below. Central Government is placing AI at the heart of its industrial strategy, stating in April 2018 that “Creating an economy that harnesses artificial intelligence and big data is one of the great opportunities of our age” (Ref 8). There is also a growing awareness that as AI grows in its capabilities, organisations must act responsibly in their application of it, and understand and plan for its impact. Thus, for instance, the Information Commissioner’s Office announced in November 2018 that it is sponsoring research into the impact of AI on data privacy (Ref 9), and there are concerns that AI will change the nature of work in quite fundamental ways (Ref 10).

- Autonomous things, including vehicles, drones, and robots (both physical devices, and those that automate processes). Self-driving cars are already being experimented with in the UK, and indeed the government has set up the Centre for Connected and Autonomous Vehicles, to ensure the UK is an early adopter of the technology (Ref 11). Drones for such things as parcel delivery, and even as personal transportation, are being experimented with, although there are clearly many practical hurdles to overcome, in terms of regulation, safety assurance, security, public acceptance, and so forth. (Ref 12). Robots have already revolutionized many areas of manufacturing, and in clerical work, ‘robotic process automation’ is having a growing impact in a range of sectors, and is predicted to spread rapidly over the next few years (Ref 13).
- Voice recognition and speech generation has progressed rapidly in recent years, largely thanks to AI, and now a market has emerged for ‘home assistants’ (also called ‘smart speakers’), which allow easy and natural interaction with both internet-based services and domestic smart devices. The Amazon Echo was first to market in 2015, with sales of 50 million to date, and more recent competitors such as Google Home and Apple HomePod are also selling well. This technology is also being used in chatbots, which will allow users to interact with council services in the future (this is part of the current Digital Programme), but potentially also in the area of Technology Enabled Care Services (TECS), where technology helps older people to live in their own homes for longer (Ref 14). Clearly, the use of a voice interface offers advantages over conventional controls, with no need to learn which buttons to press, no problems with seeing or pressing them, and so forth.
- Wearable technology is developing fast, with activity trackers (such as Fitbit) and smartwatches being increasingly adopted. These devices typically have a Bluetooth (i.e. short-range wireless) connection to a smartphone, which processes the data and has a larger screen for information display. The use of wearable sensors has real potential in TECS, for collecting biometric data such as heart rate and muscle activity, detecting falls, noting when a person has ceased to move about in a normal fashion, and so forth.
- The Internet of Things (IoT) is a concept that has been around for some time, and refers to a future state where large numbers of electronic devices, many of them simple sensors, will connect via the internet to enable someone, or something, to build up a larger picture and act upon it. This leads on to the concept of smart homes (where simple chores such as maintaining a shopping list are automated via the system detecting when consumables are used up, energy is better controlled depending on occupancy, or the welfare of an older person is monitored). Beyond that lies the concept of the ‘smart workplace’, where IoT and AI deliver new ways of working, scheduling resources, coordinating facilities (for instance meeting rooms), sharing information, collaborating, and of course using voice-enabled

virtual assistants of increasing sophistication. Beyond that lie smart cities, where data from multiple sensors could be used to manage transportation systems, power supplies, water supplies, waste management, law enforcement, etc. In fact, an IoT application is already in widespread use: Google traffic maps operates by sensing the geographical location of Android mobile phones, detects when a traffic queue has formed, and presents it on the on-line map. In-car satnav systems use a similar approach.

- Blockchain is a technology that is thought by many to be about to have a major impact. Blockchain enables the creation of a secure, tamper-proof, distributed electronic ledger, and has the capacity to be both more cost-effective and more secure than traditional, centrally-held electronic records systems (Ref 15). Governments are experimenting in its use to hold data such as patient records, electoral rolls, land registry details, visa applications, and so forth. Estonia, which is forging ahead in digital government, is adopting it across government for numerous applications, being especially attracted by its resistance to cyber-attack (Ref 16). The state of Dubai has announced that it plans to become the first government in the world to conduct all its transactions using blockchain (Ref 17).
- Predictive analytics is the branch of advanced analytics which is used to make predictions about future events (Ref 18). The process for building up to predictive analytics is understood, and basically involves first creating the necessary infrastructure to hold and analyse the data, then collecting, cleansing and organising the data, using it to understand what has happened in the past, and then experimenting in its use to predict what will happen in the future. This involves observing the reliability of those predictions, refining the prediction process, and then using it in practice.

Note that in technological predictions made only a few years ago (Ref 19), the emergence of cloud technology was seen as new and important, and yet it is now regarded as absolutely standard. Similarly, 'Software as a Service' (SaaS) was seen as an exciting new development, freeing organisations from the burden and cost of hosting software in their own datacentres, and again this is now regarded as standard. Other once leading-edge trends such as flexible & mobile working, occasional homeworking, and hot-desking, are now widely adopted. On the other hand, some technologies seen in 2014 as emergent in government by 2018 have failed to gain much traction, including gamification, gesture control, and enterprise 3-D printing (Ref 20).

Some other key technology trends, as predicted by Gartner on their well-known 'hype cycle', are shown in Figure Four below (Ref 21).

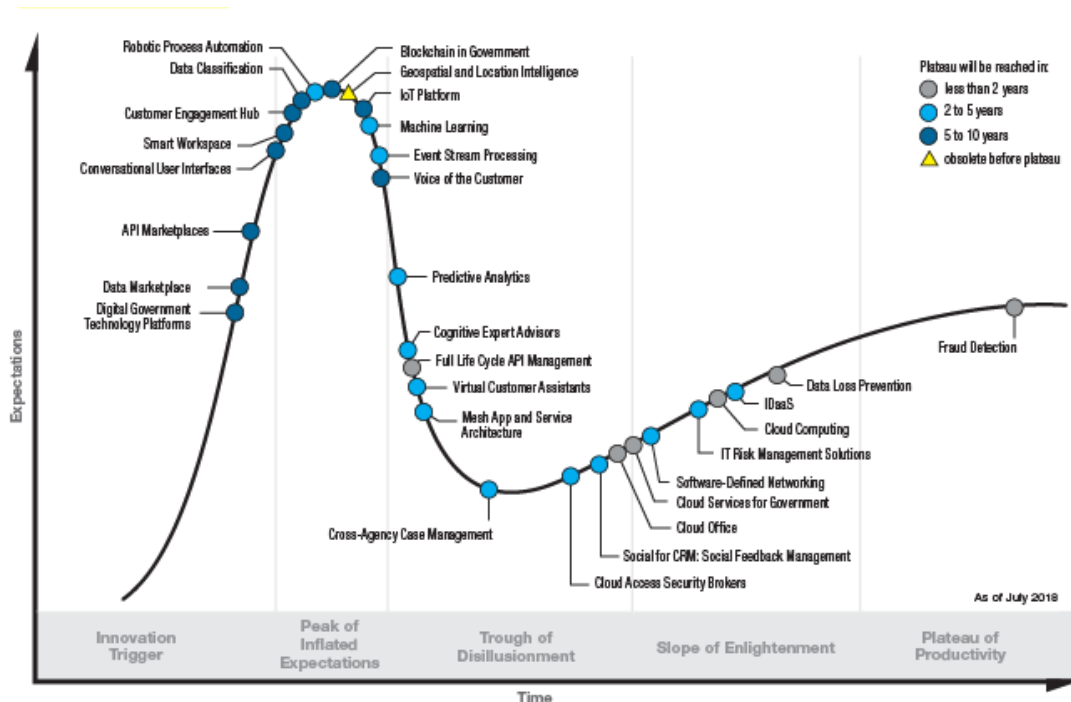


Figure Four: Gartner Hype Cycle for Digital Government Technology, 2018

Some keys societal trends are as follows:

- The aging of the baby-boomer generation will continue to have an impact over the next decade, as this population bulge moves into its seventies and beyond, resulting in an increase in demand for health and social services. This effect will be compounded by medical advances keeping people alive longer, but not always in the best of health.
- As we have an older population, living in their own homes but often alone, there will be growing problems of loneliness, which can adversely affect both physical and mental health. (Ref 22). Technology will have a part to play, although many older people do not use the internet: the latest Office for National Statistics data shows that just 44% of those over 75 use it (Ref 23). They do not therefore enjoy the advantages of social media, invaluable for keeping in touch with family and friends if they do not live nearby. It may be that council-led initiatives, held at a local level (village halls, etc.) could encourage older people to attend sessions to learn how to use the technology, while in the process interacting with others in those sessions. These volunteer helpers might include tech-savvy younger people, keen to help the older generation. Indeed, as society becomes increasingly transformed by digital technology, and the High Street loses banks, shops and Post Offices, there is an increasing need to help older people in this way, if they are not to risk becoming increasingly isolated.
- The shortage of resources in local authorities to provide social care for older people means that there will, inevitably, be more reliance on individuals, families and communities (Ref 24). Technology has a part to play in this, through in the words of the King’s Fund: “the use of technology to assist people to live with more control, and (its role in) preventative action required to avoid or delay need”. Thus TECS, plus increased contact with loved ones through social media, video and other technological means, and the use of data analytics at both the big data level, and the individual level, will be potentially invaluable. In this way,

both monitoring of issues as they arise, and early prediction of problems, along with prompted support from family, friends and the local community, can all help to bring back some of the benefits that communities enjoyed in the days of extended rather than nuclear families.

- Potentially, the impact of AI and automation will change employment patterns, with less demand for lower-skilled knowledge workers (including drivers, as self-driving cars and trucks appear), and as these roles are increasingly taken by machines, it will be essential to recognise and plan for these changes, so that those who would have performed these tasks are equipped to continue to play a productive role in society.
- Nevertheless, the overall impact of AI on the economy is seen as strongly positive, with PWC predicting in 2017 that by 2030, UK GDP will be 10.3% higher as a result of AI (Ref 25).
- As technology alters employment opportunities, and society changes accordingly, larger employers have a role to play. For instance, the major US telecoms company AT&T realised in 2016 that, due to digital disruption, nearly half its 250,000 staff lacked the skills that would be needed to keep the company competitive, and so started retraining them, primarily in the STEM (science, technology, engineering and maths) skills they lacked, and the company needed. It expects to complete the process by 2020. (Ref 26). For the council, this role extends into both education of upcoming generations in schools, in offering the right opportunities to apprentices, and in workforce planning and staff re-education.

6. Best Practice in the Sector

A sample of the ICT & Digital strategies produced by a range of other councils over the last year was analysed, to understand the areas they were addressing, the policies they were following, the areas they proposed to invest in, and so forth. There was a high degree of consistency between them, with the following themes being common:

- The need for a sound and resilient ICT infrastructure was acknowledged in all ICT strategies.
- Many councils see the need to make better use of existing tools, thereby leveraging investments already made.
- Digital: every council is embracing the power of digital, to provide better services for customers, while simultaneously seeking to enhance customer focus within the organisation. Digital is seen as the most important means of enabling channel shift (thereby saving costs as well as providing a better service). The challenges of digital inclusion are noted, and in one strategy the GDS-identified barriers to public digital access were quoted: access, skills, motivation and trust. (GDS, the Government Digital Service, is widely viewed within councils as a source of digital best practice).
- The need to build digital skills within the council workforce figured in most strategies.
- The need to build digital skills within the community was also acknowledged, not merely to enable better access to council digital services, but in the longer term to enhance employability. (Several strategies quoted the recent prediction by the Department for Education that within 20 years, 90% of jobs will require digital skills (Ref 27).
- The value of a first-class council website is widely acknowledged, to ensure that customers have a good experience when using council digital services.

- Robotic process automation is an emerging theme for many councils, who see the potential of this technology to relieve staff of the burden of repetitive tasks, thereby allowing them to perform work that better matches their talents.
- Artificial Intelligence (AI), in many cases anticipated to be first experienced through Chatbots, is a common theme.
- Cloud migration remains a direction of travel for councils, with 'cloud first' the near-universal policy, and the use of SaaS (Software as a Service) a common theme. Microsoft Office365 is also widely used, and most councils are moving to Windows 10.
- IaaS (Infrastructure as a Service) is also being increasingly used, where a council wishes to run software applications themselves, but hosted within the cloud.
- The economic and social benefits of broadband rollout are well recognised, and the possibility of using 4G (possibly 5G, in due course) to infill hard-to-reach properties is a theme for several rural authorities.
- A number of authorities have ambitions for public wi-fi, in many cases to be transmitted via lamp standards.
- A number of councils propose to use their libraries as centres for digital innovation, and to help seed digital start-ups in their communities.
- Cyber security and the growth of cyber threats is a consistent theme, and ISO27001 compliance, or at least alignment with, an aspiration of many authorities. (ISO27001 is the international standard defining policies and procedures to cover an organisation's information risk management processes). At a simpler level, the government's Cyber Essentials Plus initiative is useful, albeit being aimed at small and medium-sized businesses. Going through the accreditation process ensures that all the basics are properly covered, and provides independent assurance of the security of an organisation's systems.
- The power of Business Intelligence to improve efficiencies and enhance decision-making is a consistent theme.
- The importance of good ICT Governance is recognised by most local authorities, and many refer to the importance of strong business cases to enable investment decisions. Benefits realisation is also a growing theme.
- Flexible, mobile, and agile working continues to be a priority. To assist this, some councils allow the use of privately-owned devices, provided they have council-installed security software on them.
- The need for application rationalisation, and for process improvement throughout the business is a theme in many council ICT strategies.
- Roadmaps of the major applications in use, their future upgrades/replacements etc. is a useful feature of many council ICT strategies.
- The growing challenges facing adult social care are noted in most council ICT strategies, and the potential for technology to help in keeping people in their homes longer, and to achieve more holistic treatment by integrating care systems with the NHS, is highlighted.
- The use of a high-quality electronic document and records management system is a common aspiration, along with the better use of information assets, and the creation and maintenance of a 'single version of the truth' within the organisation.

An understanding of Best Practice is also helpfully informed by reference to some central government guidance. This includes:

- The Government Transformation Strategy, published in February 2017 (Ref 28). This builds on the ‘Digital by Default’ approach first outlined in the 2012 Government Digital Strategy, and highlights the need for process improvements in departments without public-facing services, now that those with public-facing services have been largely addressed. In our context, it highlights the need for end-to-end digital transformation, not merely at the public-facing end.
- The National Cyber Security Strategy created in November 2016 is still of vital importance (Ref 29), and its principles will continue to inform our cyber security work.
- The GDS design principles first created in April 2012 remain important (Ref 30) and will be used in the design of the council’s revamped public website, as will the Design Service Standard, expressed as the Local Government Digital Service Standard (Ref 31) and the Technology Code of Practice (Ref 32).

7. Current ICT Provision and Areas for Improvement

As with every organisation, the state of the Council’s ICT is a mixture of reasonably current, and somewhat behind, although the balance tends to the latter. Few organisations achieve a situation where every aspect of the ICT operation represents current best practice; the important thing is to achieve a good match with organisational needs, and also to have a direction of travel and specific plans that meet the way the organisation is seeking to develop.

There has been no recent independent benchmarking of the organisation’s ICT; the most recent assessment by Socitm (the industry body that provides independent advice and assessments to public sector organisations) was in 2008, and since then many changes have taken place, including the creation of the council as a unitary in 2009, at which time significant investments were made in technology. It is anecdotally reported that, at that time, ICT provision was in good order and user satisfaction levels high. Since then it would appear that provision has fallen behind, and this of course has aligned with the extended period of austerity under which local authorities have operated.

We can assess provision under a number of headings:

7.1 Devices

The council has moved to a laptop-only way of working, to support hot-desking and flexible & mobile working. Currently only one size/power of laptop is available, and yet most councils provide an extended choice, adding a lightweight laptop (for workers who spend a lot of time travelling, and those requiring lower weights for health reasons), and a large-screen, more powerful model for those needing to view large diagrams, use computationally-intensive applications, etc. While this involves supporting three laptop builds, the burden is not high in relation to the benefits it gives. Thus, an appropriate device strategy is required, which must be refined in consultation with users.

Desks are currently fitted with docking stations and monitors, with plug-in keyboards and mice available, so that users can sit at any desk, plug in their laptop, and get to work quickly. This has worked well for some years, but the recent refresh of laptops and the concurrent migration from Windows 7 to Windows 10 operating systems has been problematic. Although investigation of applications was undertaken to verify their compatibility with Windows 10, the situation was not

reached whereby all those still in use were compatible with Windows 10 by the start of the rollout. Slow progress by suppliers (who will all ultimately have to move to Windows 10, since Windows 7 will go out of extended support on Jan 14th 2020) then meant that as the rollout progressed, some users could not migrate, and that included some with old and failing laptops. Clearly, this is a situation that must be resolved promptly. In addition, laptops that work with the existing docking stations (many of which are fitted with dual monitors) are no longer available, and to avoid having a mixed estate (unhelpful for flexible working), it will be necessary to remove the old docking stations, and create a new, universal solution.

The council uses Windows mobile phones, which was a sound procurement decision at the time it was taken but has since been overtaken by events, as Microsoft have now dropped the technology. A re-procurement of phones and move to Android would be a straightforward next step, and is necessary as the current supply contract has expired. Note that Apple's iOS software and the iPhone it runs on are superior, but expensive and hard to justify. As at present, users will be able to use their personal devices (Android or iOS) and securely access their email and calendar.

7.2 Support to Users

The council's Service Desk works reasonably well, although it lacks a high-quality service desk application, and so it is not easy to extract performance data, nor is it possible to use it to create an online service catalogue (a list of pre-packaged offerings, with on-line ordering and work-flowed approval) for users. In addition, the technology that would allow users to reset their own passwords has not been implemented, and this would allow a large proportion of the calls to the desk to be eliminated. (With most service desks 40-50% of calls are simple password resets). Clearly, a good quality service desk application is needed, along with self-service password reset.

The council does not use ICT Service Level Agreements, and so users do not have their expectations set in terms of when incidents will be resolved or service requests fulfilled. Similarly, Service Desk management cannot objectively show how their performance is or isn't meeting expectations, since none are set. A further problem is that, while incidents are assessed in terms of their priority, far too many are rated as Priority 1, meaning that there is actually no real prioritisation.

The solution is not simply to create a raft of SLAs, since as is well known, this can lead to perverse behaviours in working to targets rather than really meeting user needs. Nevertheless, users need to be informed, in terms they can relate to, of the service they can expect to get, in terms of quality and timeliness, and how the ICT support staff are performing in relation to these expectations. This is usually achieved with 'Service Descriptions', which explain to end-users how ICT operates, and what they can realistically expect as service users.

Many organisations use a walk-up service desk, and given that users have laptops, there is much to be said for this model of support as a supplement to telephone and email channels, since it can avoid some of the misunderstandings that can occur during phone calls about problems, and it also shows the 'human face' of ICT, which end-users generally appreciate. Organisations with multiple sites (like the council) may not be able to staff a full-time walk-up service on every site, but providing it during defined hours on smaller sites is often seen as helpful. Implementing this will of course require appropriate training and changes in processes within the ICT department.

7.3 Applications

The council has (reportedly) some 1200 applications in use, which is an extraordinary number. This represents a huge challenge in simply keeping them fully patched and secure, and it represents a major cost in maintenance fees to suppliers, and a challenge for the ICT staff to support. The fact that there is no definitive list in place is itself a concern. The current financial structure also places the financial burden of support on the ICT Department, which means that business departments using these applications have no financial incentive to cull them.

There is no existing policy to ensure that all applications are on either the current release or the last release (hence, 'no older than n-1'), and this is a concern as older versions may not be provided with security patches, and suppliers will often not fix bugs in older versions, saying the problems are fixed in the newer releases. A policy of n-1 is therefore required.

While a major programme of application rationalisation and upgrades will be necessary, and will be the subject of a detailed plan of action, it is worth noting that the council's SAP system is out of date and in need of significant upgrading (and a move to cloud hosting), the core Northgate systems (Revs & Bens, Planning M3, Public Protect M3 and Information at Work) are currently receiving attention, the MITEL switch has recently been updated (a long list of changes had been help up pending this), and the GIS system is in need of refresh.

There are still a few home-grown Microsoft Access databases in use. Although Access is fine for personal, domestic use, it does not scale (it will only work with a small number of concurrent users), and is notoriously difficult to maintain. Also, Access databases created on older versions (new versions of Access have been released every three years, over a long period) will not work on later versions of Windows. Therefore use of Access should be discouraged in the council.

Thus, while the proposed application rationalisation exercise should significantly reduce the number of applications in use, it is helpful to map out the replacement dates of those applications that are likely to remain, and factor the costs into the council's long-term financial plans. While this has historically been a matter of departments planning changes and independently making the appropriate business case for their chosen applications, finding the funding locally, then asking ICT to undertake the implementation, it is better that this is planned strategically by ICT in conjunction with departments. Appendix C includes a list of applications that will need replacing over the next 4 years, along with indicative costs for budgetary purposes. Note that this list may change as a result of the application rationalisation process.

The council currently uses the rich and highly capable Office365 system for its productivity suite, which is of course cloud-based, and this ensures that there are no issues around old versions of the software. This highlights the merits of using applications that are Software as a Service, and the move to the cloud is a key principle of this strategy.

7.4 Architecture

For some years the council has lacked a coherent approach to its ICT architecture, and while some architectural principles have been followed, based on a shared if largely unspoken understanding among ICT professionals of current best practice, the department has lacked skills at the Enterprise Architecture level. This has now been remedied, and there is an experience Enterprise Architect in post. The council's newly-articulated ICT Architecture Principles are outlined in Appendix D.

7.5 Telephony

The council has a fixed line, Voice-over-IP (VoIP) telephone system from MITEL. VoIP telephony uses the computer data network as the bearer for the phone calls, and avoids the need for separate telephone cabling. For a range of reasons, VoIP was cheaper than the previous generations of analogue telephony, which used their own specialist on-premise automatic exchanges – the ‘PABX’ of yesteryear. VoIP technology has however moved on since the council’s MITEL system was installed, and the era of having telephone handsets on the desk is ending. With Skype for Business, users plug a headset or desk-top speakerphone into their laptop, and make voice or video calls, with individuals or groups. (The laptops in use all have built-in cameras). Calls within the organisation are simply carried over the corporate network, but external calls must break out to an external network. People who, in their private lives, make voice or video calls from their mobile phone using WhatsApp or similar applications incur no phone bills, since they are using the internet to connect directly to the other party, and are not using the world-wide telephone system. (They do of course use up some of the data allowance they pay for, with their mobile phone provider). This may work fine, or may be subject to delays and drop-outs, since this data is competing with other data heading over the same routes. The public telephone network, however, provides an uninterrupted data path and hence a good call, but the service is run at a charge by the telecoms providers (BT etc.). As it stands, both the MITEL and Skype for Business systems in the council break out over ISDN lines to the public telephone network, but ISDN (Integrated Services Digital Network) is old and expensive technology, dating from the late 1980’s; BT have announced it will be switched off by 2025 (Ref 33). ISDN has been superseded by SIP (Session Initiation Protocol), which is much cheaper in operation, and of course does not have a looming out-of-service date. It will be necessary to move to this technology, by installing some SIP Trunks to replace the current ISDN lines. (This work is currently under way).

It will also be appropriate to move off the MITEL system at some stage. While desk phones are no longer needed with Skype for Business, the call centre requires functionality that will have to be recreated in Skype, and it will be necessary to test the feasibility of this. Similarly, some functions in the council make heavy use of telephone hunt groups (whereby an unanswered call moves on to another extension, and so on until answered), and again it will be necessary to ensure this works well with the council’s Skype for Business system, or appropriate alternative ways of working found, before fully moving away from the MITEL system.

7.6 Infrastructure

Much of the ICT infrastructure is in need of upgrading. A large number of the council’s servers currently use the Microsoft Windows Server 2008 operating system. Mainstream support for Server 2008 ended on January 30th, 2015, and extended support (which includes security patches) ends on January 14th, 2020. This is a critical date, and all server operating systems must be updated by then. As ever, this is not a simple matter, since it will be necessary to ensure that all applications are compatible with the new version (Windows Server 2016 is current, and will have extended support until November 1st, 2027).

The majority of the council’s servers are virtual (that is, where multiple servers are created in software, on a smaller number of powerful physical servers). This is the industry-standard approach, in successful use for many years. The technology used is primarily Microsoft Hyper-V, again industry

standard, although there is some legacy use of VMware, now in need of updating for security reasons. Meanwhile the direction of travel is towards the Microsoft Azure cloud.

Some server hardware will also need updating, although this will be tempered by the policy to move to the cloud wherever possible. Note that cloud migration is not a simple process, and there will be a period of transition, when (as now) some services will be cloud-based, and some on-premise, but with a progressive move towards cloud.

Many of the council's applications sit over industry-standard databases, and the most-used are Microsoft SQL Server and Oracle. Significant work is required to bring these up to date, in order to ensure that they are both supportable and secure.

The council has a SAN (storage area network) system, which is a high-performance, high-availability disk storage system. This is the industry-standard approach, and is essential for the operation of both the virtual servers and those mission-critical software applications that are internally hosted. While the direction of travel is towards cloud, it will be some while until the SAN is no longer needed, and meanwhile some essential upgrades to the system will be needed during 2019.

7.7 Security

As a public sector organisation, the council's ICT infrastructure has to connect into, and be compliant with, the government-wide PSN (Public Services Network), including its security standards. A defined process is undertaken on an annual basis to ensure this compliance, involving an IT health-check and other steps, leading to the award of a compliance certificate. Note that Penetration Testing is not compulsory, but is good practice and is recommended for the future. Wiltshire Council is not currently compliant, and this has been a major concern both internally and with Wiltshire Police, who use the same network. Thus, a project has been running for some time to remediate this, involving upgrading or replacing many infrastructure components, ensuring patching is up to date at both the server and PC levels, updating software, and so forth. While this is well in hand, and the most serious issues have now been resolved, it is perhaps a measure of the level of 'technical debt' (see below) that has built up in the council that this situation was reached in the first place.

There are other aspects of security that also need addressing, including better automated analysis of system logs, so that ICT staff can detect more rapidly when untoward things are happening from a security point of view, plus the introduction of better system scanning and reporting tools. All of this is not to say that the network is currently insecure, but rather that significant work is required to keep it secure into the future, against threat levels that are rising.

7.8 Security Marking

The council has not yet fully adopted the current, government mandated, security marking classifications for its information (Ref 34). These replace the old six-level system (Unclassified, Protect, Restricted, Confidential, Secret, Top Secret) with just three: OFFICIAL, SECRET, TOP SECRET (all normally written in capitals). Note the absence of an unclassified level. Councils only ever work at OFFICIAL, and all documents created are automatically classified at this level, and need not be marked as such. Sometimes given the sensitivity of their contents it is necessary to handle documents with extra care, when they must be prominently marked OFFICIAL-SENSITIVE. The same ICT standards still apply, however. Given that the new classification system came into force in April

2014 (with minor updates in May 2018), it is high time it is fully adopted throughout the organisation. This will be primarily a case of educating users, although some older systems may also have the old classifications built into them, and will need updating accordingly.

7.9 Business Intelligence

The use of Business Intelligence software is not yet widespread in the council, although it is in use in some area. It is widely acknowledged that this is one of the areas where local authorities can readily achieve improvements in business efficiency and planning of future operations, along with valuable insights into its customer base, and indeed predict where early interventions could be of value. Improvements in this area will depend on the quality and timeliness of data collected, and changes in business practices to allow decisions to be more data-led, and thus improvements will require business change initiatives, as much as the development and deployment of technology.

7.10 Disaster Recovery

Every organisation that relies on ICT for its successful operation needs to plan for disaster scenarios, when the ICT fails on a large scale. The traditional view of the risk was that the data centre would be taken out of service by fire, flood or some similar catastrophe, and this risk was remediated by duplicating the data centre, with good arrangements for data mirroring and rapid fail-over. Alternatively, a commercial provider would be contracted to provide access to a number of servers in a data centre, at very short notice, and the ICT staff would re-create the IT environment from stored server images and securely backed-up data. As the world moves to cloud, reliance on in-house data centres is declining, and cloud providers guarantee availability, made possible by their own multiple redundancy of data centres. Over time, then, as the council moves to cloud, the need for traditional disaster recovery (DR) will decline, and the issue will be ensuring that connectivity to cloud services is suitably resilient.

The council has not yet made the full journey to the cloud, and while it is heading in that direction, there is some way to go, not least since it uses many applications that are not available as Software as a Service. The current data centre arrangements will therefore continue for some while, and appropriate DR must be in place. The loss of a UPS (uninterruptible power supply, a battery-based power backup system) at the secondary data centre in Chippenham during 2018, and the loss of some systems for several days, showed that current DR arrangements are not fit for purpose. A comprehensive review of DR, and the creation of an appropriate solution, is therefore a priority and must form part of the programme of essential technical improvements referred to below.

7.11 Wi-Fi

The council has a comprehensive wi-fi system, which allows staff to work anywhere in its buildings without plugging in a network cable. (The same facility is used by members of Wiltshire Police, and is a key benefit to them). The wi-fi system is now in need of updating, however, to both remain secure and to continue to give a good service, and at the time of writing this work is under way.

The council provides free wi-fi to visitors, but is out of step with current practice in that users must register in advance before gaining access. Most organisations, including government departments, run a separate sub-network for visitors and provide the access password freely, simply requiring users to agree to an acceptable use policy. It is proposed that this is provided in future, as a courtesy to visitors, and to bring the council's operations into line with prevailing norms.

7.12 Printing

The council's current print solution is nearing end of life, and needs to be replaced. The costs of this technology are steadily dropping, and it should be possible to achieve lower costs per page than in the past. This is, however, an opportunity to move further towards a low-paper way of working, now generally possible given the widespread use of laptops. It is proposed that fewer multi-function devices (which combine printing, copying, scanning etc.) should be procured, so that many users will have to walk some distance to make use of them, which will tend to discourage their use. Low-paper working is of course both cheaper and more environmentally friendly.

7.13 Other IT-Related Systems

There are a number of systems around the council that have not fallen within the remit of the ICT department historically, but have instead been procured, maintained and replaced on a local basis. Given that this is a whole-council ICT & Digital strategy, it is helpful to identify them and determine when they will need replacing (or rationalising), ensure that in future they align with the architectural principles within this strategy, and factor the costs into the council's long-term financial plans. Prominent among them are:

- The library self-serve kiosks, which allow users to check books in and out without the help of an assistant. They use RFID (radio frequency identification) tags within the books, and are the standard way that all public libraries operate. The kiosks are now old, and use outdated software that cannot be updated, representing a security risk to the network.
- The council has equipment that records and broadcasts its meetings, which is an important part of its democratic accountability to the citizens of the county. This equipment is now old, out of support, and becoming unreliable. It will have to be replaced fairly soon.
- The council has a duty to support the Coroners Courts, and this includes providing a legal CMS (content management system) and portable devices, currently iPads. Both the software and hardware are aging and due for replacement.
- A full list of these formerly non-ICT-managed systems that need replacing is outlined in Appendix new E, along with indicative costs and timescales.

7.14 Measuring User Satisfaction

As noted above, overall user satisfaction has not been independently measured since 2008. Anecdotal reports collected by Microsoft consultants during the current digital programme include such criticisms as "inconsistent process and performance", "silo working with no single view", "unclear priorities and poor communication", "there is a lack of confidence in the IT service", and more. Note that these do not represent a proper sample, and not are they intended as a criticism of a clearly over-stretched team, supporting infrastructure that is outdated and unreliable, an excessive number of applications, a backlog of requested projects, and so forth. Measures are taken of satisfaction with service desk performance, but this is a separate matter, and involves polling a biased sample of users, who will (in most cases) have just had a problem solved. Most service desks achieve a score of 4 on a scale of 1-5 in these cases, and while the service desk in the council uses a 7-point scale, similar levels are achieved. The council's recent biannual staff survey specifically highlighted IT systems as an area where the council needs to do better (Ref 35). What is best practice, however, is an annual survey of all users, with if necessary some incentives to respond (entry into a prize draw usually works), monitoring overall satisfaction with the ICT service, and also

checking on issues that are believed to be problematic. In practice, many users have issues that do not warrant a call to the Service Desk, but nevertheless make their working lives harder than necessary. This baseline is also important to enable assessment of whether subsequent investments are achieving the hoped-for benefits. In addition, if the annual survey uses the standard Socitm user satisfaction question and 7-point scale, it is possible to benchmark against other councils.

Many organisations also do periodic surveys (monthly or quarterly) of a sample of users, checking on satisfaction levels in terms of key variables, again concentrating on areas where there may be issues. In all surveys, free text feedback should be sought, so that users – who are often very insightful – can let ICT know what they really think, make constructive suggestions, and so forth. It is also important that ICT feed back to users what they are being told, and what they are doing about it. This cycle of “you said, we did (or plan to do)” is a key part of building a better relationship with service users.

7.15 Helping Users Make the Best Use of Technology

Much of the technology provided in the council is rich in capabilities that users do not make use of, or even know about. While it should not be the mission of ICT to get users to know and use every feature of every system, it is not enough for ICT to simply roll out the technology and let users find, by chance, what it can do. As explained elsewhere, in any project delivering new technology, it is essential that ‘benefits realisation’ is a fundamental part of the project plan, and this will involve ensuring that users are taught how to use relevant functions in new systems. There is also a need to do this for systems in current use, and a good example is Office365, which has many capabilities that could be of real value to the organisation. It is proposed that there be an initiative to explore these capabilities with the supplier, expose them to samples of users in different parts of the council, determine which are of value, and then help users to become familiar with them. This can be wrapped into existing change management work within the Digital Programme, and with sufficient focus and repetition within project and programme plans, eventually become embedded within the culture of the organisation, so that the council always does what is necessary to properly exploit the technology it invests in.

In general, with all applications, use should be made of local ‘super-users’, enthusiasts who take the time to learn all about an application, and serve as a local source of advice to their colleagues. Similarly, ICT staff (or super-users) could run periodic ‘masterclasses’, demonstrating to users helpful features that they may not have known about, or made best use of. Short videos could be made, along the lines of the numerous ‘How Do I?’ videos available on-line, but tailored to council users and their specific needs. In all of this, the key is making it easy for users, who have busy day jobs and can invest little time in exploring how to make the best of their ICT. Thus, while few staff can afford the time to attend lengthy training classes, anything that is quick and easily absorbed is far more likely to find an audience.

7.16 Technical Debt

It is clear from the above that the council has run up a significant degree of what is sometimes called ‘technical debt’, meaning that the technology in use has become aged, and in many cases expensive, unreliable, and hard to maintain. If this base level of technology remains at a poor standard, the significant and admirably forward-looking investments that are being made into Digital technology will be at risk, since the infrastructure they sit upon will be old and crumbling. A significant degree

of remediation is therefore now required, to bring technology up to date (noting that not everything is in poor shape), and it will then be necessary to keep it up to date. Some organisations go through a cycle of big investment, followed by neglect, followed by more investment, and this is not a sensible approach. Better to come up to date, and stay there, through a continuous process of review, and judicious, well-governed, steady and planned investment. Thus, it is proposed in this strategy that a ‘get well’ programme of technical remediation be created, covering the infrastructure and applications referred to above, plus a range of issues that are too technically detailed to cover here. This will be a substantial body of work, which will bring the ICT underpinnings, which most users are not aware of until they go wrong, up to date and into good order. Note that this is absolutely not an attempt to ‘gold plate’ the ICT, but simply to bring it up to a good serviceable standard, in line with current industry best practice, and then – crucially – keep it there. This will require a significant capital investment programme to achieve the catch-up, and a steady and planned level of investment thereafter. A separate and detailed plan will be created to outline how this programme of work should be conducted. In addition, a number of best practices referred to above should be adopted, to bring the council’s working practices up to date.

7.17 ICT Department: Structure, Processes, Culture

The current structure of the ICT Department needs to be reviewed, since it does not map well to its functions, and the challenges of the digital era (Section 9.2 and Appendix F discuss this further). Similarly, there needs to be greater clarity in terms of responsibilities, and better processes need to be in place to undertake many of the routine tasks expected of the department, as well as the challenges of implementing new technology. Performance information is lacking at both the team and individual level, and this means that a well-focussed, performance-led culture cannot be promoted within the department. None of this is a criticism of the current staff, who work hard and are dedicated to their roles, but rather it highlights the need to undertake a full review of a department that has endured years of austerity and funding cuts, while supporting technology that has progressively aged and suffered a lack of investment. If a simple definition of culture in an organisation is “the way we do things around here”, it is clear that we need some changes in culture and ways of working, if the department is to meet the organisation’s needs.

8. ICT Governance

It is important to define how the ICT department and the work it does should be governed, and to do this, is it helpful to know what functions it performs.

8.1 ICT Functions

An ICT department has two major functions:

- **Business as Usual (BAU).** This involves maintaining the service, responding to incidents and user requests, and a host of mainly invisible activities that ‘keep the lights on’. Accepted wisdom is that this is around 70% of an ICT department’s workload. Good practice in this area is well understood, and expressed in a standard approach named ITIL (IT Infrastructure Library), which originated in the Cabinet Office, but is now used around the world (Ref 36). It is recommended that ITIL serves as the blueprint for the way the department conducts its BAU operations. More details on the key BAU functions of an ICT department are given in Section 8.4 below.

- Change, i.e. Project Work. This involves work to introduce new systems or upgrade existing ones, and represents the other 30% of the workload. ICT staff sometimes mistakenly see these projects as purely technical activities, but in reality most ICT projects involve changes in business and working culture, which must be properly handled if benefits are to be realised. Good practice in this area is well understood, and there are widely adopted methods for project management (PRINCE2), programme management (MSP), portfolio management (MoP) and, crucially, management of change (Kotter, ProSci). Note that while most projects involve change within the business, there are internal ICT projects too, sometimes purely technical in nature (network upgrades, etc), but sometimes involving new processes or departmental structures, and these too must employ appropriate techniques for successful management of change.

8.2 ICT Governance - Definition

A key element of successful ICT is Governance. The well-respected organisation Gartner organisation defines IT Governance as (Ref 37): “The processes that ensure the effective and efficient use of IT in enabling an organisation to achieve its goals”. They divide this into two elements:

- IT Demand Governance – **what** ICT should work on, that is the process by which organisations ensure the effective evaluation, selection, prioritisation and funding of competing IT investments (which is a business management responsibility), and
- IT Supply-Side Governance – **how** ICT should do what it does, that is how IT operates in an effective, efficient, compliant manner (which is a CIO responsibility).

Thus, with effective ICT governance in the council, we have ICT being governed in terms of what it works on, and properly overseen in the efficiency and effectiveness of its operations. As noted earlier, ICT in the council has in recent times been mainly demand-led, with too little strategic oversight to help determine what projects it should be working on. Similarly, it has not been sufficiently closely monitored in terms of the efficiency and effectiveness of its operations.

To determine a desirable future state in terms of operations (BAU, Change, Governance), we need to bear the above in mind, and again return to our principle that every function in the organisation, including ICT, works to achieve the organisation’s top-level goals.

Note that the overall governance of Wiltshire Council is well-defined, with the Cabinet being responsible for most day-to-day decisions, and overview and scrutiny committees supporting the work of the Cabinet and the Council as a whole. Officers give advice, implement decisions, and manage the day-to-day delivery of services. (For further details, see Refs 38 & 39). The proposed ICT Governance below therefore sits within, and is subject to, the constitutional arrangements referred to above.

8.3 How Project Governance Should Work

- We need each department within the organisation to have a clear understanding of what it needs to achieve in the coming years, and what ICT is needed to support that. This will only be achieved if the department maintains a close relationship with ICT, so that ICT helps them understand the ‘art of the possible’, established and emerging technologies, and best practice elsewhere. The department in turn informs ICT of their business needs and

ambitions, and how they see technology playing a part. From this constructive dialogue, a vision of the role of technology in the department emerges, in terms of better exploitation of existing technology, investments in new technology, and an understanding of how benefits will be fully realised. Within the ITIL framework, the ICT role is known as BRM (Business Relationship Manager), and indeed there is a Business Relationship Management Institute in the US, which had developed a BRM Maturity Model (Ref 40). The council has ICT Business Partners (equivalent to BRMs), but these are relatively new in post, and working their way up the maturity model, a journey that must be encouraged and supported.

- ICT must not be simply an 'order taker'. Any ICT project that originates in the business (in line with BP input, as outlined above), or indeed within ICT, must be undertaken only on the basis of a robust and approved business case. Note that a true business case is not a sales document, designed to get approval for a course of action already decided upon, but rather a dispassionate and logical examination of the range of alternatives (including 'do nothing') in response to a problem or opportunity. Any ICT project represents an investment, and must achieve a return. Thus, the business case must define all the costs associated with the different options (including effort previously seen as 'free' – from ICT, legal, HR, procurement, etc), the whole-life costs of the solution (including hosting, software maintenance, upgrades, staff costs to manage, etc), a clear definition of the benefits, both financial and non-financial, and the costs of achieving the benefits (since benefits realisation must be an explicit and fully planned part of the project). The benefits must be measurable, and the business case must define how they will be measured. There must be a clear understanding that if a business case is approved, then the promised savings will be removed from the base budget, and the department also held to account in achieving any proposed non-financial benefits.
- In terms of projects, there needs to be a clear 'gateway' process for their adoption. This process can evolve over time, but it is initially proposed that it be a two-part process, with an outline business case coming first to the Digital Operational Board, where it would be examined in terms of its technical merits (and alignment with the council's Architectural Principles – see Appendix D), examined as to whether an existing or proposed system would (largely) meet the need, and what dependencies there would be on other systems or initiatives. Costs and risks would also be discussed. If the Outline Business Case were approved by the Digital Operational Board, a Full Business Case would be prepared, and presented to the IT & Digital Board, which would then approve, ask for modifications, or reject the proposal. Note that decisions taken by this Board would be within the framework of the council's normal financial planning cycle and approvals process.
- The measurement of performance on projects and programmes is well understood, and will typically involve monitoring against plans in terms of the quality of deliverables, timescales, and spend against budget. What is often less well measured, but should be, is the achievement of planned benefits. ICT programmes can be the worst offenders, since ICT specialists often see the world in technology terms, and feel that once a system is delivered and signed off as working properly, the job has been done. It is important, then, that the council builds the benefits realisation phase into all project / programme plans, and addresses that phase with all the rigour applied to earlier phases. Ultimately, a programme is only successful if the benefits are fully realised, and that may be some while after the technology is first introduced into service.

8.4 How BAU Governance Should Work

- Before going into detail on how BAU governance should work, it is helpful to look in a little more detail at **what an ICT Department does, in BAU terms:**
 - Service Desk (SD): the team that takes telephone calls from users (or via emails or face-to-face) to handle incidents (i.e. where something has gone wrong), or service requests (where something new is requested, for instance a laptop for a new starter). The SD is referred to in the ICT world as first-line support, and the intention is to resolve as many incidents as possible at this level: around 60-70% is typical, while 80% is very good.
 - Second Level Support: the team that handle the incidents that SD cannot resolve immediately. Second Level are more technically proficient, and work closely with other technical teams outlined below. Conventionally, Third Level support is provided by software or hardware suppliers. (Some ICT departments work to four levels, but the same principles apply).
 - Deskside Support Team: the team that deal with all aspects of procuring, configuring, distributing and fixing the large number of laptops in use in the organisation. (Note that most modern organisations will have few desktops, since staff need equipment to support flexible & mobile working).
 - Network Team: the staff that manage the organisation's data networks, both the internal network (LAN: local area network), the wi-fi (with numerous its Wireless Access Points), and the external network (WAN: wide area network), plus connectivity to the internet. Significant elements of this team's work revolve around network security.
 - Server & Storage Team: the staff that manage the on-premise servers in the data centre (typically a diminishing number, as organisations move to the cloud, for both application hosting, and Software as a Service – SaaS), along with the high-availability SAN (storage area network) data storage system. This team will also manage cloud servers, where the organisation is responsible itself for hosting applications in the cloud – a practice known as Platform as a Service (PaaS).
 - Applications Team: the staff that maintain the large number of software applications in use in modern organisations, resolving issues, ensuring applications are 'patched' (which involves applying periodic software updates from the supplier, to fix security vulnerabilities, bugs, or improve functionality), and being involved in periodic major upgrades or replacement projects. Specialists such as database administrators (DBAs) will normally sit within this team, since most line-of-business applications are based around a complex database.
 - Architecture and Strategy Team: these are technical specialists who maintain a high-level view across the entire ICT ecosphere, formulate and enforce standards, and also maintain a strategic view of the future of the technology and its use across the organisation.
 - Telephony Team: where an organisation has an in-house telephone system (although many are now moving to mobiles only), this must be maintained, starters/movers/leavers catered for, hunt groups modified, and so forth. Similarly, if a Skype for Business system (formerly known as Lync) is in use, maintenance is required.
 - Security Team: this function may be embedded in one of the above teams, but has specific responsibility for ensuring that the entire ICT ecosystem remains secure, to a level appropriate to the organisation's data confidentiality and the threat environment.

- Web Team: the staff that do the technical maintenance of the council's externally-facing web presence, and usually the intranet too. Note that as the corporate website moves to increasingly become the primary channel for interactions with the council, this function becomes increasingly important. (Typically, a separate function in the council will deal with corporate comms, both internally and externally, using the website and other channels).
- Other technical functions will typically be embedded within ICT's teams, or may sometimes be in teams in their own right, including those specialising in business analysis, in software development and integration, in testing, in training, in change management, in planning technical innovation, etc.
- In addition to all the above, an ICT function needs to develop, maintain and test a DR (Disaster Recovery) capability, to handle circumstances where most or all of the IT service fails. Traditionally, this meant having multiple data centres (since the failure of a data centre, due to perhaps fire or flood, was seen as the most likely disaster). As organisations move to the cloud, which is inherently far more resilient, other disaster scenarios such as cyber-attacks are higher on the agenda.
- Quite separately, all parts of the business – including ICT – should have their own well-developed BC (Business Continuity) plans, to cope with multiple scenarios, including failure of ICT, loss of buildings, severe weather, disease pandemic, etc. This is especially true of a council, where vital functions such as service delivery to vulnerable people cannot be subject to significant disruption.
- Looking now at **BAU governance and reporting**, it is clear from the above that an ICT Department performs a great deal of work, much of which is not visible to end users. All of this requires proper management and oversight through the organisation's governance function, to see that it is performing properly, in line with the ICT strategy, and is delivering good value for money.
- Most end-users only care about BAU ICT when something goes wrong, and then they want a speedy resolution to their problems, and if that is not possible, an understanding (updated as necessary) of when it will be achieved. Ideally, users should be able to see the latest progress on the incident they have reported, and modern SD Management Tools allow users to log in, using the unique incident number they were given when they first called, and see the actual record of progress being used by the ICT staff who are working on the incident.
- Note that a Service Desk will, as referred to earlier, normally rate an incident in terms of its severity, and prioritise it accordingly. Thus, a Severity 1 (sometimes called a Priority 1 or P1) will be considered urgent, with all necessary skilled staff attending to it, delaying other work as necessary. In well-run organisations, P1's are rare (maybe once a month) and only rated as P1's if very serious. A VIP being locked out of their laptop is of course important to them, but not a P1 incident. Lower severity incidents will be handled once any P1 is resolved. Sometimes, organisations use a Service Level Agreement (SLA) as a way of setting expectations and monitoring performance in an organisation. This can lead to unhelpful behaviours, such as working to meet the deadline so as to achieve good statistics, rather than striving for great service in response to the organisation's current needs. It is now accepted that a better way is to explain how both incidents and service requests will be handled (in a prioritised way), and then report on prevailing levels of performance, with all being done on a best-efforts basis. Performance must be accurately reported, in terms that

end users can relate to, and if it is unacceptable in terms of business needs, discussions may be held on how to improve it (although this may involve higher costs, trade-offs in priorities, or resetting expectations). An explicit SLA (or equivalent) is however useful in some circumstances, so for instance ICT might say that, to provide a laptop and mobile phone for a new starter, they need 10 working days' notice, which in turn encourages the hiring department (or HR) to organise their working practices so as to give that notice.

- For service requests, users want an easy way of making the request (and an online Service Catalogue, with work-flowed approval to the relevant budget holder, is currently regarded as best practice), an expectation of when the request will be fulfilled, and updates if there are any unexpected delays.
- In all of the above, it is important that the business has clear visibility of performance. Some of this will be routine information on numbers of incidents of different severity, time to resolve, information on service request fulfilment, extent of any backlog, and so forth. Similarly, information on the performance of applications is important, since end users want their applications to be not only available, but working properly (i.e. not running slow, or frequently crashing). The end-user's experience of internet access is also important, since slow or non-existent access will affect their work. Some of this reporting will be for ICT's internal management purposes, to ensure that a satisfactory service is being delivered, to track trends and understand looming problems, to plan for seasonal variations in demand, and so forth. Nevertheless, information should be reported both upwards, for Governance purposes, and also made freely available to end users via the intranet, typically in a summarised and easily-understood form, with the ability to drill down into reports to see things in more detail.
- Periodically, it is helpful to comprehensively benchmark the service, and this is best done independently, and with external comparisons. Socitm, the Society for IT Management, offer a service which most councils use every year or two, to benchmark costs, service levels, and so forth.
- As previously noted, user satisfaction must be measured, as in as much detail as possible. This should include both satisfaction with the Service Desk (a score of 4 on a 5-point scale is normal), and general user satisfaction, polling all users annually, and a subset periodically. In addition, ICT should create a virtuous feedback cycle with users, gaining feedback, articulating it, acting on it, and reporting on improvements made.
- Performance of ICT BAU should be formally governed by a suitable group including business-wide representation, so that ICT are held to account in terms of their performance, informed discussions can be held in terms of the service levels being achieved, trends can be tracked, user satisfaction levels reviewed, and so forth. This body (called the Service Review Board) would report to the Digital Operational Board, and could also (through the governance process described above) present business cases to support investments that would achieve better performance, if deemed necessary.
- In assuring that ICT is doing the right things, and doing them well, the last line of defence is a robust Internal Audit function, run by specialist IT auditors. Internal Audit will hold ICT to account, highlight any practices that are slipping, and serve as a 'critical friend' and advisor on best practice. Their input is to be welcomed, even if it is sometimes uncomfortable.

8.5 Overall ICT Governance Structure

The proposed governance structure for ICT is shown in Figure Five below. The **ICT & Digital Board** is the senior board governing this area within the council, and reports in to CLT. This board, composed of both Officers and Members, and chaired by a Corporate Director, would have oversight of and give direction to all major programmes of work within the council with significant ICT/Digital elements. It would be responsible for monitoring the execution of the ICT & Digital Strategy, and its periodic (proposed annual) review. It would approve all business cases for significant investments in ICT/Digital projects, after their initial review and approval at the Digital Operational Board (see below).

Some organisations have a 'Futures Board', which is periodically briefed on new technology, considers its merits and relevance to the ICT & Digital Strategy and the council as a whole, possibly commissions further investigations, and so forth. It is proposed that, rather than having a separate board, this function be included as one of the duties of the ICT & Digital Board, to be addressed periodically (perhaps quarterly), with presentations from invited speakers or council officers. This would ensure that the Board remained up to date with emerging technologies and the 'art of the possible', technological breakthroughs, best practice elsewhere, etc, and would inform the supervision of the ICT & Digital Strategy and its periodic review.

The **Digital Operational Board** is responsible for the execution of the current Digital Programme, and is composed of Officers with technical and managerial expertise in the ICT/Digital areas. It ensures that the Digital Programme is on track, approves any changes within its delegated tolerances, and reports progress to the senior board, also seeking approval for any significant changes as necessary. Given its expertise, it also serves as a reviewer and initial approver of outline business cases for proposed projects and programmes with ICT/Digital content from across the council, and ensures that any proposal complies with the council's architectural principles, is technically feasible, is financially sound (at the outline level of detail), and so forth. It therefore filters and quality assures business cases at this level, before the creation of detailed business cases that are then presented to the higher-level ICT & Digital Board. The Digital Operational Board would be chaired by the council's CIO.

Every Programme of work within the council will have its own Programme Board, in line with the MSP methodology, and below that Project Boards, in line with PRINCE2, as described in Section 8.1 above. Programme Boards will report in to the ICT & Digital Board, unless that Board delegates that governance duty to the Digital Operational Board, which it may wish to do for smaller programmes.

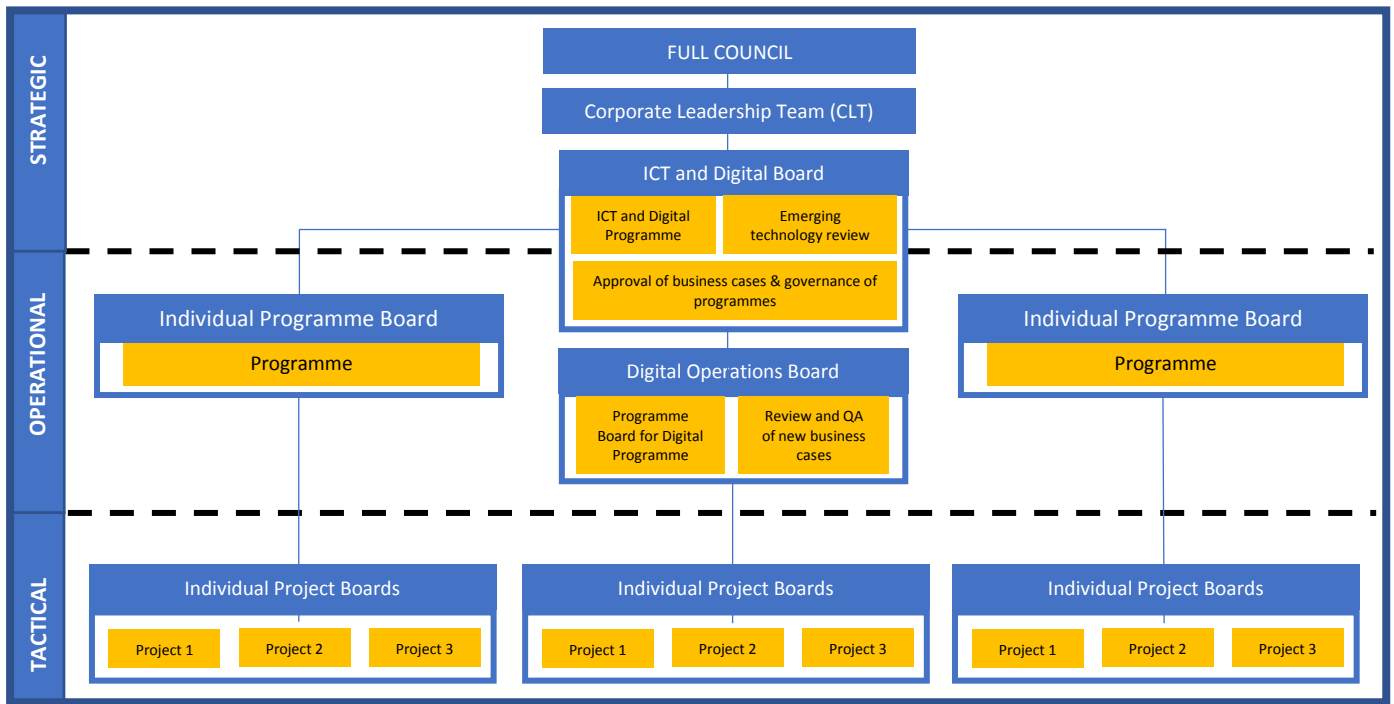


Figure Five: ICT and Digital Governance Structure

9. A Vision for 2022

It is notoriously difficult to see the future with any certainty and that is especially true of ICT, where (as previously noted) the pace of change is fast. Nevertheless, it is helpful to cast a vision of where ICT could realistically be by the year 2022, to allow planning of activities, changes in structures and processes, decisions on which technology improvements to pursue, and so forth. The proposed vision is as follows.

9.1 Digital

- The current Digital Programme with Microsoft will have achieved its planned benefits, including the creation of a digital platform based on Dynamics CRM to hold a ‘single version of the truth’ about the council’s interactions with its customers. There will be a new website and mobile phone app (both designed for usability and accessibility), and between them they will have led to major channel shift away from phone, email, postal and face-to-face contact, achieving the council’s ‘Digital by Choice’ ambition. There will be a single ID for citizens, and a single ID for staff. The council will have achieved greatly improved business intelligence, leading to not only better performance data, but real insights in areas such as social care (building on continuing efforts to share data across agencies), potentially allowing beneficial earlier interventions. The use of virtual assistants (VAs) will be pervasive, and many clerical-like processes will have been automated. Technical support for the VAs will be efficient, and the VAs will be reconfigurable rapidly, as the systems they interact with, or the processes around them, are changed.
- As part of the Digital Programme, there will have been a renewed focus on the efficiency of back-office processes. While VAs will help, in many cases the need for process re-design will have been highlighted, and the need for being ‘digital end-to-end’ will be well understood.

- The next phase of the council’s Digital Transformation will be under way, combining Robotic Process Automation (the technology in the VAs) with ‘cognitive computing’, which will combine natural language processing with machine learning. This technology, sometimes called “Robotic and Cognitive Automation” will enable the next generation of VAs to process unstructured data such as text and speech, extract meaning, and then work within defined processes as required (Ref 41). These systems cannot do this ‘out of the box’, they need to be trained, and so will at first have to draw on test data, but over time they will (rather like trainee staff) become progressively better at tasks that currently need a degree of human interpretation and judgement. This will move the VAs further up the value chain, and will enable further service and efficiency improvements for the council. Timescales are hard to predict, but it is likely that the first applications will be coming into use by 2022.
- Ethical considerations in the use of Artificial Intelligence will be on the agenda, with advice being taken from such bodies as the UK Government’s newly-created Centre for Data Ethics and Innovation (Ref 42). Longer-term considerations for the future of employment in the county, the implications for education and training, and the role the council can play directly in training in the use of AI will no doubt be under consideration.

9.2 ICT Department

- This will be a restructured and much improved department, justifiably confident in its abilities and well-regarded within the council and by its peers elsewhere. It will employ staff who are clear about their duties, have the skills and tools they need to do the job, understand their career development options and how they wish to improve their skills, and are supported in doing so. Its reputation will assist in staff recruitment, as the council will be seen as an ICT ‘employer of choice’ within the area. (Appendix F gives more details on how the department should be structured).
- An important change that will have taken place within the department will have been a significant increase in customer focus, along with better relationships with the business at all levels. This will be characterised by a noticeable ‘can do’ attitude among the staff, along with a willingness to engage and help, and to find solutions to problems. (Note that this is not an implied criticism of current team members, more a reflection of the high levels of workload they experience due to supporting aged technology and large numbers of applications, pressure they currently experience with a backlog of projects, and so forth).
- Users of ICT within the council will periodically feed back to ICT their satisfaction levels with the service, and will have the opportunity to provide suggestions on how things might be improved. This information will be collated and acted upon, forming a ‘virtuous circle’ of feedback and improvement. Effective and timely communications will be a key part of this, including easily-absorbed messages along the lines of “you said, we did”, to demonstrate that the department both listens and acts. ICT’s BAU performance will be well governed, and service maintained at levels consistent with the organisation’s needs.
- Customer satisfaction with the council’s website will also be tracked, with a view to continuous improvement.
- Those aspects of ICT that are not readily visible to end users, but which ultimately affect the service delivered, will be undertaken efficiently and effectively. Having gone through a significant ‘get well’ programme, ICT will be in a good state, with no significant ‘technical debt’, and with all the functions, processes and controls in place to ensure it stays that way.

A combination of good governance, firm management and robust Internal Audit activities will assure that this remains the case.

- The Service Desk will be properly equipped, and users will easily see progress on the resolution of their incidents and service requests. High levels of first-time-fix will be routine, and password self-service reset will have been put in place (if passwords are still in use, see below), thus easing the load on the Service Desk and making life easier for users. Improved Service Desk software will make performance reporting and trend analysis much easier than at present.
- A well-designed Service Catalogue will allow users to request, and gain rapid budget-holder approval for, services and applications. For instance, they might need access to a piece of specialist software, and having requested it on the intranet-based Service Catalogue, a work-flowed request would go to their manager for budgetary approval (including revenue costs into the future, if there is an ongoing cost), and ICT would then install it remotely, and advise the user on where to access online training, the name of their local super-user, etc.
- A well-designed starters/movers/leavers process, created in consultation with HR, will ensure that new starters get the laptop, applications, phone etc. they need on the day they start, and will be signposted to on-line training, local super-users, etc. Movers will have their access to line-of-business systems added or removed as appropriate. Leavers will return their equipment to ICT on their last working day, access rights will be removed immediately, and devices recycled. (Departments will not be allowed to hoard devices, not least for GDPR compliance reasons).
- All staff in ICT will have been trained in ITIL to at least Foundation Level, and those in some roles to higher levels. Note that ITIL v4 is imminent, and has been revamped to meet the current focus on Digital in the ICT world. It will be necessary for all staff to be trained in the latest version, in due course. There will be particular focus on what ITIL calls Service Transition (change management, service asset and configuration management, release and deployment management), and Service Operation (including service desk, application management, incident management, problem management & root cause analysis, and identity management). No change to the operational environment will occur without CAB (Change Advisory Board) approval, or before consideration of business impact, consulting with the business as necessary. All changes will be formally approved and recorded.
- The Business Partners will have developed their relationships with the relevant parts of the council, and will be working at BRM Institute Level 4 (trusted advisor) or Level 5 (strategic partner) (Ref 43).
- The CMDB (configuration management database) within ICT will have an accurate and up-to-date record of all end user equipment, and to whom it is allocated.

9.3 Equipment

- All council staff in roles that require it will have a good quality laptop, appropriate to their needs (and this will probably include both lightweight and larger-screen models), with the then-current Microsoft operating system (probably Windows 10, but this may have changed by then), Office 365 running the latest version of Office (Word, Excel, PowerPoint, etc.) and all the applications they need for mobile, home and office working. Note that the longer-term vision of Microsoft is shaping up to be totally cloud-based, and so it is possible that

Windows will eventually disappear in favour of browser-based access to cloud-only services, but probably not within the timescales under consideration here.

- Biometric authentication for log-in will have been evaluated (fingerprint or facial recognition), and if found both reliable and acceptable to users, adopted as an alternative, or possibly, depending on prevailing security considerations, as 'second factor authentication' to supplement passwords.
- Each desk in the council's hubs will have an ultra-wide screen (the equivalent of dual screens), and users will be able to plug in easily, and if they wish also plug in a keyboard and mouse.
- Internet access will be suitably fast (having grown in line with Nielsen's Law (see Appendix B), internet connectivity will be suitably resilient, and monitoring will be in place to ensure there remains sufficient capacity.
- Users will have an efficient process for unblocking websites which they need to access for their work. Similarly, visitors will have easy access to a good internet connection, without the need to pre-register and obtain special permission.
- All staff who have a clear business need will be supplied with a mobile phone, either when they start, or through the Service Catalogue process, if their needs have changed. Note that the current Windows phones are no longer supported by the supplier, and will have been replaced by Android phones. Those wishing to use their personal phones will, as now, be able to access email and calendar securely on them.
- ICT will maintain a stock of ready-built laptops and spare mobile phones, to replace lost/broken devices promptly.
- The council will have moved away from the current MITEL wired phone system for general use, using instead Skype for Business via laptops, but only if those teams that need features such as hunt groups are satisfied it meets their needs. The feasibility of moving away from MITEL for the call centre will have been explored, and if possible, this will have also moved to Skype for Business.

9.4 Applications

- Applications will have been rationalised, so that the 1200+ applications reportedly in use across the council in 2018 will have been significantly reduced (most councils aim for around 200). Those in use will have been tiered (with the top 15-20, vital to major business operations, each having an 'application owner' who will take the lead on all aspects of their operation and periodic upgrading, keeping in touch with the supplier, and planning the future of the application, including eventual replacement). All application versions will be no older than n-1, and all security patching will be up to date, with other patching completed, or scheduled. Performance on top-tier applications will be actively monitored, so that any performance issues are promptly addressed.
- Wherever possible, applications will be Software as a Service, that is cloud-hosted and run as a reliable service by a reputable provider, correctly patched, regularly updated, and operating to the National Cyber Security Centre cloud security principles (Ref 44).
- Any new line-of-business applications will have been through the full Business Case process, ensuring that the investment case is coherent, the approach compliant with the council's ICT architectural principles, costs understood, benefits realisation planned, and so forth.

- ICT will have worked closely with social services colleagues to support moves to Technology Enabled Care Services (TECS) across the county (Ref 45), which will help older people stay in their own homes longer (which they much prefer), and will also reduce costs for the council.
- The use of electronic signatures will have been enabled, reducing the need for staff who work in the community to come back to base to print documents, return to their customers to get wet signatures, return to base to scan the documents, and so forth.
- The range of tools available within Office365 will have been explored with users across the council, and those found helpful will have been publicised, and users trained appropriately.
- SAP will have been updated, to bring it up to the current version, to allow its provision as SaaS, and to ensure it better meets the organisation's needs in respect of both finance and HR.
- SharePoint Online will have been fully introduced into the council as the default document management system, and Microsoft Teams (which sits over SharePoint) will be in widespread use as a system to facilitate team and project information sharing.
- For all commonly-used software tools, and also specialist line-of-business systems within departments, super-users will have been identified who will offer ad hoc advice and support to staff in their area. In addition, users will have access to short 'How Do I?' videos, well-written user guides, and periodic masterclasses run by ICT and super-users at lunchtimes.
- There may well be increasing demand for the use of simple, on-line collaboration and other tools, and ICT will have a process for approving their use. The Information Governance team will be included in this, and costs will be clearly understood, as well as security and privacy issues, but the intention will be to approve the use of such systems where they add value and are genuinely helpful to business operations, are relatively cheap, and are not simply a substitute for something already available in the council.

9.5 Security

- With increasing reliance on cloud computing, and a threat level that continues to grow (Ref 46), the security of the council's data and operations will be a major area of focus. To meet this, ICT will have a strong security capability, and will ensure that all aspects of the council's operations meet the prevailing standards for data and network security, and best practice advice from the National Cyber Security Centre. The principles of ISO27001 (the internationally-recognised information security standard) will be applied throughout. A robust Disaster Recovery capability will be in place, and will be periodically tested.
- With services and corporate data is migrating to the cloud, new challenges will emerge around user access and data sharing methods. To address this, there will be a focus on providing simplified, flexible and secure Identity and Access Management to Wiltshire employees, including:
 - o security challenges across user identities, devices, data, Apps and platforms: on-premise and in the cloud;
 - o one protected common identity for secure access to all corporate resources: on-premises and in the cloud;
 - o data protection through Microsoft Data Loss Prevention and Rights Management (see below);
 - o data encryption at rest and in transit;
 - o Bring Your Own Device (BYOD) opportunities, where effective Mobile Device Management solutions can be deployed.

- Note however that the imposition of appropriate security safeguards will always be balanced by business needs. An excessively locked-down ICT environment may be ultra-secure, but the business still needs to operate efficiently, and so the ambition will be to create strong security that is unobtrusive and does not impair normal business operations.
- Security is not simply a matter of technology, it also crucially involves having staff act appropriately, and as part of this council staff will be given updated training on basic cyber security principles, such as the types of threats now prevalent, how not to be the victim of phishing attacks, what to do if a ransomware attack occurs, etc.
- The current secure email system, GCSx, will have gone out of service in 2019 and been replaced by a secure Microsoft Office365 solution, giving end-to-end encryption. ICT will also have introduced Microsoft's Information Rights Management, which enables the blocking of printing, forwarding or copying of information by unauthorised people.
- Similarly, Microsoft Direct Access (which allows users to securely access the council's network from any location, via wi-fi) will have become end-of-life and been replaced with Always On VPN, thereby maintaining the ease of working enjoyed by council staff.
- To ensure the council's network and applications remain secure, all server operating systems will have been upgraded. Note that Windows Server 2008, still in use at the time of writing, is already out of mainstream support and all remaining support (including security patching) will cease from 14th January 2020. While invisible to users, the upgrading of this technology (and others, including database environments, the VMware server virtualisation environment, and the SAN) is vital.
- Wiltshire Police, for whom the council provides ICT services, will be well down the road to implementing the National Enabling Programme, which will enhance and standardise digital technology across all police forces. In some instances, this will require a divergence from local authority standards and practices, and while Wiltshire Council and Wiltshire Police will continue to work closely in respect of shared ICT, some changes will have been made. This will have included the segmentation of the network, to allow different security policies, but there will have been other changes too.

9.6 Other

- The provision of superfast broadband across the county will have been completed, and building on it, activities will be well under way in the creation of 'smart cities' in one or more locations.
- The ICT needs of community groups will have been addressed, by ensuring that they have access to such council systems as SharePoint Online, to allow them to securely share information with the council and among themselves, and that they have access to (free) Skype to allow them easy communications via voice and video. The use within community groups of old council equipment such as laptops will also have been explored.
- The council will have moved further towards a low-paper regime, where users do not routinely print papers before meetings, but instead read them on their laptops. Printers/copiers will be fewer in number, and many users will have to walk some distance to access them, which will further discourage their use. ICT will monitor use, and excessive users will be identified and their management informed, to verify genuine business need.
- The room booking process will have been automated, possibly by use of a chat-bot. Screens outside meeting rooms will show who has booked it. No-shows will result in the booking

freeing up, after a to-be-agreed time (probably 10 minutes). No-shows will be logged by ICT, and repeat offenders 'named and shamed'.

- The council seeks to become more **entrepreneurial** to maximise its income, and ICT has an important role to play in enabling and supporting this too. Any business unit must understand its costs in detail, including the true costs of labour, materials, and overheads. It must plan resourcing and future workload, advertise its services (over the web, and by other means), qualify its sales prospects and model its future workload, monitor work in progress, track billable time and materials used, invoice customers in an accurate and timely fashion, keep an accurate record of payments made and due, and much more. The development of the relevant skills in staff undertaking this work is beyond the remit of ICT, but tools to support many of these routine tasks are readily available, either from existing corporate applications or as small-business cloud-based systems, and it will be possible to offer packages of business support tools to help what will be, in effect, internal business start-ups.

10. Roadmap

Page 218

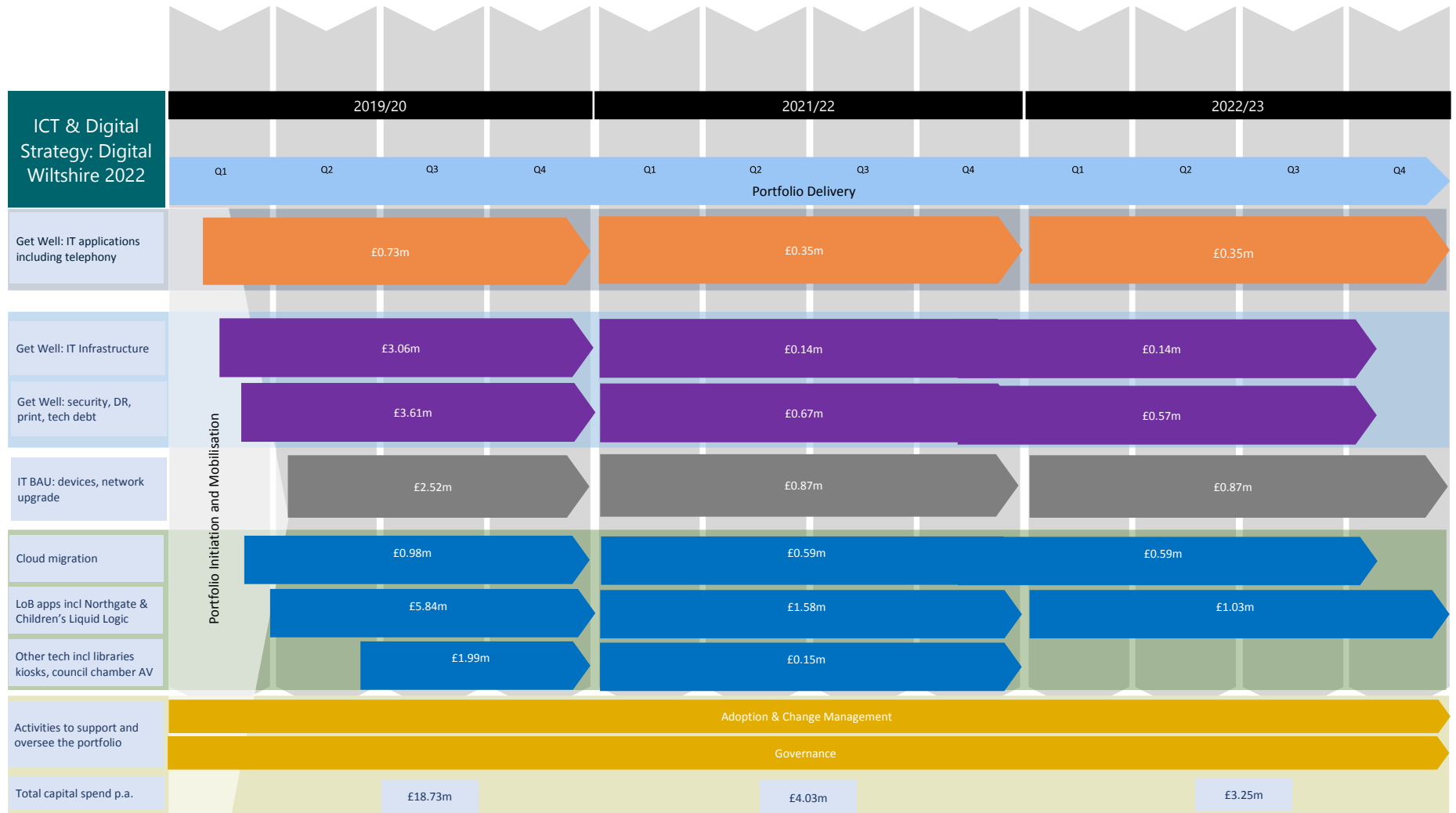


Figure Six: Roadmap Timescales and Costs

Figure Six above is a high-level representation of the range of work proposed over the course of the following three financial years. Shown within it is the 'get-well' work which is required, and the scale of the capital investment required, which is within the envelope of the capital programme currently proposed. A detailed Programme Business Case and Programme Plan will be prepared for this work. Figure Six also includes for completeness the IT 'business as usual' expenditure, which would have been required irrespective of any 'get well' investment, and this includes such things as routine replacement of laptops, routine replacement of elements of the data network, and so forth. The cloud migration investment is broken out separately, to indicate its scale and duration. The costs of replacing Line of Business applications are also indicated. These are substantial, and include such major investments as the programmes to replace Northgate M3 system (Planning and Public Protection), and the Liquid Logic Children's case management system, which will bring the council onto one, cloud-based application for both Adults and Children. Finally, again for completeness, the costs have been captured for technology systems not normally managed by ICT, including the AV (audio-visual) system that allows council meetings to be broadcast to the public, now due for replacement, the self-service kiosks in the county's 30 libraries (now in urgent need of replacement), and so forth. The intention is to allow proper long-term planning for all such capital costs.

Appendices C, E and G have more detailed listings of all of the above.

11. Next Steps

ICT is, as explained in the introduction, of material importance to the future of the council, the achievement of its strategic goals, and the smooth running of its operations. It is therefore important that all stakeholders understand what is being proposed, have had an opportunity to influence and contribute to the strategy, and are prepared to actively support its realisation over the next three years.

Beyond that business-wide consultation process, this report should also be taken through the governance structure as described above, both for its approval, for the oversight of its delivery, and for annual review and updating as necessary.

The Roadmap outlined above must be translated into a number of programmes of work. Each should be re-evaluated for its relevance at the time (technology and business needs evolve), fully costed, and approved only on the basis of a full, independent business case. As described above, each business case should be taken through the governance process, with costs, benefits, risks, dependencies clearly understood, and the benefits realisation process properly defined.

12. References

1. <https://cms.wiltshire.gov.uk/documents/s132476/Enc.%20%20for%20Draft%20Digital%20Strategy.pdf>
2. <http://www.wiltshire.gov.uk/downloads/8543>
3. <https://www.kingsfund.org.uk/projects/improving-publics-health/strong-communities-wellbeing-and-resilience>
4. https://www.researchgate.net/publication/284729432_ANALYSIS_OF_VALUES_AND_PRINCIPLES_OF_COMMUNITY_DEVELOPMENT_A_RESPONSE_TO_THE_CHALLENGES_OF_BUILDING_A_NEW_NIGERIA
5. 'The Problems of Communitarian Politics', Elizabeth Frazer, Oxford University Press, 1999, ISBN: 9780198295631
6. <https://www.mckinsey.com/business-functions/mckinsey-analytics/our-insights/an-executives-guide-to-ai?cid=other-eml-ttn-mip-mck&hlkid=517ccd8ef1be4d7db49c3a7bf5e456ba&hctky=1796333&hdpid=3ba6f8ab-5f5d-49a6-9f48-4a2720d5f9c6>
7. <https://www.dr-hempel-network.com/digital-health-technolgy/will-ai-replace-doctors-in-the-future/>
8. <https://www.gov.uk/government/publications/artificial-intelligence-sector-deal/ai-sector-deal#executive-summary>
9. <https://www.gov.uk/government/publications/artificial-intelligence-sector-deal/ai-sector-deal#executive-summary>
10. 'The Future of Work: Robots, AI and Automation', West, Darrel M, The Brookings Institute, 1771 Massachusetts Ave, N.W., Washington DC 20036, 2018
11. <https://www.gov.uk/government/news/25-million-boost-for-self-driving-technology-apply-for-funding>
12. <https://www.popsci.com/ehang-passenger-carrying-drone>
13. <https://www.manufacturingglobal.com/technology/rise-robotics-manufacturing>
14. <https://www.england.nhs.uk/tecs/>
15. <https://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/blockchain-explained-what-it-is-and-isnt-and-why-it-matters?cid=other-eml-ttn-mip-mck&hlkid=68adb4ecb84deba71a11a44e869486&hctky=1796333&hdpid=014d64a1-f12a-4d6a-b1ba-ab454dfc49ac>
16. <https://e-estonia.com/>
17. <https://smartdubai.ae/initiatives/blockchain>
18. https://en.wikipedia.org/wiki/Predictive_analytics
19. <https://www.forrester.com/report/Predictions+For+2014+Cloud+Computing/-/E-RES109341#>
20. <https://www.forbes.com/sites/gartnergroup/2014/09/17/digital-business-technologies-dominate-gartner-2014-emerging-technologies-hype-cycle/#65cfc0a4fbb9>
21. <https://www.gartner.com/smarterwithgartner/top-trends-from-gartner-hype-cycle-for-digital-government-technology-2018/>
22. <https://www.nhs.uk/news/mental-health/loneliness-increases-risk-of-premature-death/>
23. <https://www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/bulletins/internetusers/2018>
24. https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Social_care_older_people_Kings_Fund_Sep_2016.pdf
25. <https://www.pwc.co.uk/economic-services/assets/ai-uk-report-v2.pdf>
26. <https://www.cnbc.com/2018/03/13/atts-1-billion-gambit-retraining-nearly-half-its-workforce.html>
27. <https://www.gov.uk/government/news/adults-to-benefit-from-digital-skills-overhaul>
28. <https://www.gov.uk/government/publications/government-transformation-strategy-2017-to-2020/government-transformation-strategy>
29. <https://www.ncsc.gov.uk/document/national-cyber-security-strategy-ncss>
30. <https://www.gov.uk/guidance/government-design-principles>
31. <https://localgov.digital/service-standard>
32. <https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice>
33. <https://www.telappliant.com/blog/bt-end-isdn-ptsn/>

34. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/715778/May-2018_Government-Security-Classifications-2.pdf
35. <http://thewire.wiltshire.council/2018/corporatestaffsurveyresults.pdf>
36. <https://en.wikipedia.org/wiki/ITIL>
37. <https://www.gartner.com/it-glossary/it-governance/>
38. <https://cms.wiltshire.gov.uk/documents/s155422/Part01Summary.pdf>
39. https://cms.wiltshire.gov.uk/documents/s144272/Protocol_11_Governance_Reporting_Arrangements.pdf
40. <https://brm.institute/brm-metrics/>
41. https://www2.deloitte.com/content/dam/Deloitte/ie/Documents/Technology/IE_C_Robotic_Process_Automation.pdf
42. <https://www.gov.uk/government/news/stellar-new-board-appointed-to-lead-world-first-centre-for-data-ethics-and-innovation>
43. <https://brm.institute/brm-metrics/>
44. <https://www.ncsc.gov.uk/guidance/implementing-cloud-security-principles>
45. <https://www.ukauthority.com/articles/how-does-technology-answer-the-changing-needs-of-local-authorities/>
46. <https://www.ncsc.gov.uk/news/protecting-uk-increasing-cyber-threat-next-steps>
47. <https://www.nngroup.com/articles/law-of-bandwidth>
48. <https://www.bcs.org/upload/pdf/sfiaplus-wallchart.pdf>
49. Sullivan, Louis H. (1896) "The Tall Office Building Artistically Considered". Lippincott's Magazine, March 1896, pp 403-409
50. Fayol, Henri (1917) "Administration Industrielle et Générale; prévoyance, organisation, commandement, coordination, controle (in French). Paris, H. Dunod et E. Pinat, OCLC 40224921

Appendix B: Nielsen's Law

Jakob Nielsen (a well-known technologist and web usability consultant) made a prediction in 1998 that users' consumption of internet bandwidth (that is, the rate at which data could be downloaded over an internet connection) would grow by 50% per year. Clearly, this is driven both by technological developments occurring, and users choosing to download data at those rates (and in the case of the highest rates available at any time, generally paying a premium to do so). In 2018, he checked how well his prediction had held, including calculating growth back to 1983, and found it still to be true (Ref 47).

Figure B1 below shows the rate at which a high-end user (one paying extra to get the highest speeds) could obtain internet data, over the years, from the earliest 300bps modem of 1984 to the 300Mbps available in 2018):

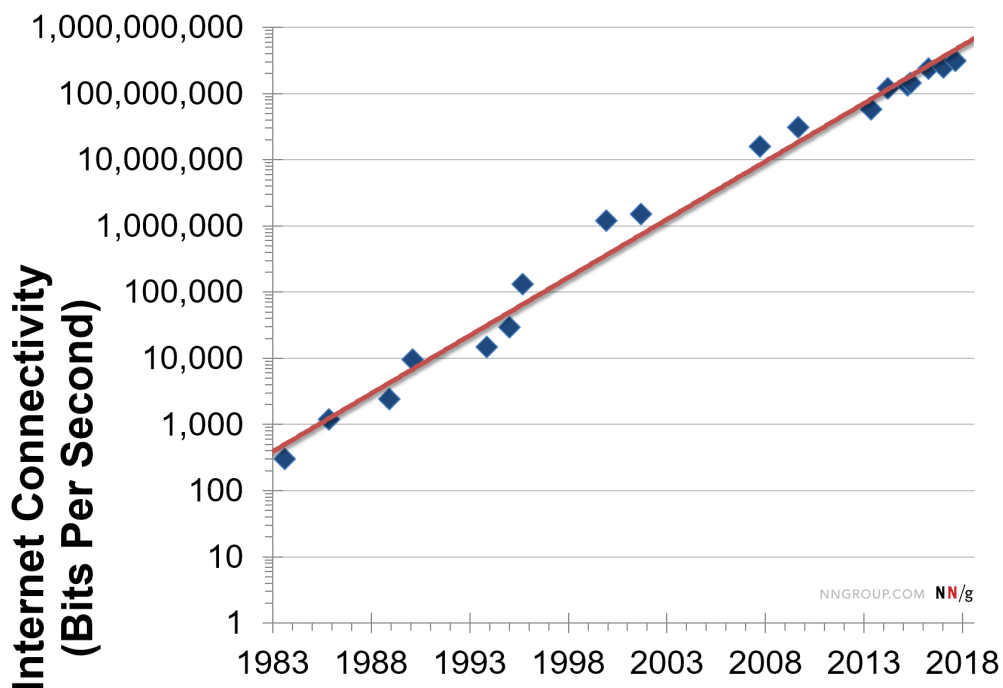


Figure B1: Nielsen's Law

Thus, with minor variations, Nielsen's Law has held true for 34 years. There is no guarantee it will continue to hold true, but for the purposes of this strategy document, it seems like a reasonably reliable prediction for the period to 2022.

Appendix C: Applications to be Replaced

The table below lists applications to be replaced, with dates and indicative costs. Section 7.3 explains the background.

Application	2019/20	2020/21	2021/22
AFD	£79,680		
Bibliotheca Annual Support/Maintenance	£12,234		
Blancco ADV Support 3Year Agreement	£24,948		
Blancco Man Console3Year Agreement		£3,912	
Blancco Drive Eraser HMG 3Year Agreement		£3,186	
Buchanan (Accsmap and Parkmap)		£19,200	
CIPFA (Asset manager.net (hosted))	£32,760		
Corpweb (Trustmarque Solutions)		£13,476	
Databox	£108,390		
DMZ (Trustmarque Solutions)	£29,974		
Documotive (Castleton Technology PLC)	£60,000		
Dolphin Supanova	£50,000		
EPI	£14,400		
Fibonacci		£30,427	
Hague (Hagueprint)		£49,200	
IDOX (Argonaut & Voyager)	£7,500		
Iken	£33,126		
Keysoft (AutoCAD) - (autoturn Multi KS37429)	£167,450		
Keysoft (AutoCAD) (ENT KS36954)	£7,560		
Limehouse (Objective Keystone LTD)	£31,686		
Lorensberg	£20,598		
Misco VMWare	£108		
Modern mindset (modern.gov)	£30,000		
(Rapid 7) Nexpose & Metasploit	£64,500		
Nexsan (Christie data)		£128,148	
Omnibus	£8,929		
QAS address lookup licence for W	£80,815		
Shuttleworth	£10,000		
Silversands	£11,598		
SolarWinds network config manager	£76,536		
Stopford	£29,970		
Trapeze	£12,000		
Trustmarque UTM SW WEB Protection		£195,636	
Trustmarque UTMSW WEB Premium support	£19,667		
Yotta Street Lighting	£7,918		
Insight email			£93,231
(Active Documents (DocuShare/) Wisenet	£56,022		

XN			£188,970
IYSS	£44,036		
HIAMS			£176,400
Axiell (Spark)			£62,400
Axiell (Calm)	£21,108		
Abritas	£25,602		
WhiteSpace	£62,400		
CGI (SAP Support & Maintenance)	£2,300,000		
Northgate	£31,608		
Civica (Icon hosted)			£176,400
ESRI		£926,700	
Northgate (R&B & remote support)	£84,503		
OLM		£179,360	
oracle (licenses and support)	£167,405		
Phoenix Software Ltd (Captivate 2019, Corel, Claroread, Adobe, Sophos AV)	£235,314		
Northgate M3 replacement	£1,000,000		
Children's Case Management system (Liquid Logic)	£785,000	£27,800	£329,100
TOTAL	£5,845,347	£1,577,045	£1,026,501

Appendix D: Architectural Principles

It is important that the council has a coherent view of its preferred ICT & Digital architecture. It is sometimes possible to see a technical solution to a particular business problem or opportunity, which appears perfect in terms of the local needs, but if the council's entire ICT system is to operate in harmony, and be supportable by an ICT team of the size the council can afford, it is important that technological divergence does not take place (to avoid excessively broadening the range of skills needed to provide technical support), and it is also important to avoid technological dead-ends. For these and other reasons, any proposed technology changes must be approved by the ICT Department's Enterprise Architecture function, in line with established architectural principles. This applies to any new projects with an ICT element, and of course to the major ICT remediation plan that is proposed above. These architectural principles are:

- **Cloud First:** The cloud offers an opportunity to procure ICT services at lower cost and with a reduced impact on support and maintenance costs, by comparison with on-premise hosted services. Where cloud is used, Software as a Service (SaaS) is the first choice. Thus, the supplier hosts the application, fully maintains the infrastructure, ensures that everything is up to date, secure, available, and so forth. A good example is Microsoft Office365, a comprehensive service to users which requires very little maintenance from council ICT staff, just adding and removing users, etc. SaaS should be used in preference to Platform as a Service (PaaS), a form of cloud computing that provides dedicated hardware and software to allow the user to build, test and host applications. This in turn should be used in preference to Infrastructure as a Service (IaaS), where cloud-based hardware is provided and managed by an external provider. Thus, the higher up the service stack a service is chosen, the greater the value derived.
- **Digital by Choice:** Where new services are required or current business processes are selected for automation then those services should be digitally aligned. Thus, the principles of customer self-service, and a standardised approach using common platforms with a common experience should be adhered to.
- **SaaS as first option:** see Cloud First.
- **Flexible and Mobile Working is to be supported:** Any new service must, as far as possible be agnostic to the location or technology used to access the service, thus allowing users to work from anywhere, at any time, and where appropriate with the device of their choice.
- **Use Existing Services wherever possible, even with some compromises:** Customising systems adds cost and complexity to service delivery, complicates Commercial Off The Shelf (COTS) product upgrades and leads to higher Total Cost of Ownership (TCO). IT vendor products tend to be developed to meet existing market requirements, and often reflect existing best practice. The council should only consider building or customising systems in areas where there is a compelling business reason to do so, or where there is no COTS product that is suitable. In general, it is better to alter business processes to suit COTS products, rather than customise COTS products to suit business processes.
- **Systems and Data to be Secure (while proportionate to the risk):** Open sharing of information and the release of information via relevant legislation must be balanced against the need to restrict the availability of classified, proprietary, and sensitive information. The state of data should also be considered to ensure that there is not the opportunity to misinterpret data that has only been partially processed.
- **Data is to be Shared (with the necessary safeguards), and open where possible:** The assumption should be to share data unless policy and/or legislation prevents doing so. Data

is a valuable resource and has real, measurable value in the support and execution of business processes. The purpose of data is to aid decision-making.

- Data is to be Correct: Accurate, timely data is critical to accurate, timely decisions. Data and the insight it provides is the foundation of decision-making and at the heart of everything the council does, so we must also carefully manage data to ensure that we know where it is, can rely upon its accuracy, and can obtain it when and where we need it.
- Microsoft is the Preferred Technology Partner: Much greater value can be derived from exploiting the value of an integrated vendor product-set through the deployment of single vendor/single system solutions. Data exchange between systems is easier within product-sets than it is across them. The council has selected Microsoft as the provider of a range of products, and deploying in this large footprint enables it to get on with the business of delivering business value, rather than distracting resources to integrating different systems. *(Note that the alternative to using Microsoft Windows for desktops and servers would be to use Open Source software, and operating systems based on Linux (such as Ubuntu) are available free of charge. They are however very basic, and have achieved limited market penetration. In terms of a desktop productivity suite, the most viable alternative to Microsoft Office365 is Google G Suite, which has rather less capable equivalents of Word, Excel, PowerPoint etc. The lower level of functionality, the need to retrain staff who have had years of experience in Office, and above all the lack of integration with other systems make this a poor alternative. Thus, Microsoft remains the preferred technology partner, and Microsoft software is procured by the council through re-sellers, and via a tendering process which ensures the best value.)*
- Aligned with guidance from the Government Digital Service (GDS) and proven industry best practice, including with TOGAF (The Open Group Architecture Framework, the best-practice approach to IT architecture) and ITIL (the widely-accepted set of practices for IT service management): GDS has conducted extensive research into the use of digital services by the public, and has built an extensive library of best-practice, reusable and shared services that can be built upon to provide the public with a consistent, empathetic and easy-to-use journey through the often-complex interactions they must undertake when engaging with government organisations. This library of best-practice and shared services has been proven and refined through central government's digital journey over the last decade. The council should exploit this repository of knowledge and experience to ensure it interacts with its customers in as clear and consistent a way as possible. The use of industry best-practice approaches to architecture and service management exemplified by the TOGAF and ITIL frameworks will save the council time, effort and cost by not reinventing the wheel in terms of business processes, and will also provide a common framework of understanding for engaging with other organisations as well as obtaining, developing and retaining talent.

Appendix E: 'Non-ICT Systems' to be Replaced (Capital Costs)

The table below outlines those systems that have not historically come within the remit of the ICT department, and the dates and indicative costs of replacement. (Section 7.13 goes into more detail).

System	19/20	20/21	21/22	22/23
Libraries RFID kiosks	£500k			
Democratic services AV equipment	£750k			
Coroners Court software & hardware	£175k			
Cranbourne Chase AONB IT eqpt.	£100k			
Parking Services (Chipside to SaaS*)	£100k			
Waste management automation	£100k			
HR careers website	£100k			
HR new inhouse apps	£60k			
HR TalentLink/Grow retender		£150k		
Finance (making tax digital)	£20k			
Print unit	£6k			
Service desk	£80k			
Total	£1991k	£150k	£0k	£0K

*SaaS revenue costs to be determined, but estimate £20k pa

Appendix F: How ICT Should Be Structured

- To understand how an ICT department is best structured, it is helpful to consider the skills needed within it, and also the tools required to perform the work. The functions outlined in Section 8.4 must be performed by appropriately skilled and qualified specialists – ICT is no place for the amateur – and indeed the British Computer Society, the professional body for ICT, has its SFIA framework (Skills Framework for the Information Age), defining categories of ICT skills, and the levels in each that ICT specialists must achieve as they pursue their careers (Ref 48). SFIA enables employers and ICT practitioners to identify career paths, and plan training and development. ICT staff must be encouraged to continue developing their professional skills, and be supported not only in formal training, but in self-study, the achievement of appropriate qualifications, and of course learning on the job, from more experienced colleagues. In a well-performing department, it is a matter of pride among ICT staff that they remain at the leading edge, and this sentiment should be nurtured.
- An ICT department must also be appropriately equipped, and thus for instance a key tool is the software that supports the Service Desk. ServiceNow and BMC Remedy are the market leaders, and between them hold 50% of the market. It is important that an appropriate system is put in place in the council's ICT Department (the current tool is poor), to allow both efficient functioning and appropriate reporting.
- How best to structure an ICT department? The architect Louis Sullivan coined the phrase 'form follows function', referring to the entire natural world as well as the world of architecture, and this is just as true for an ICT Department (Ref 49).
- Most ICT departments are structured along the lines of the functions outlined in Section 8.4, with each team being managed by someone who is skilled in that function, understands it in detail, commands the respect of his/her staff, and has also gone through some management and leadership training, so that they are able to perform the principal management functions, summarised by Henri Fayol over a century ago: planning, organising, directing, coordinating, controlling (Ref 50). It is proposed that the ICT department be reorganised along these functional lines.
- In addition, ICT needs the services of technical project managers. As it stands, project and programme management staff are located with the council's PMO, and while this generally works well there are occasions when project managers with specific technical expertise are required. These will be funded from the project budget (as explained above, all future business cases must cover all project costs), and how these will be sourced will be a matter for future discussions. The obvious options are to locate them within the ICT department, within the PMO, or to bring them in as contractors as required. The way ahead can be decided as part of the ICT department restructuring process.
- Note that the restructure of the ICT department is a serious undertaking, and must involve a period of consultation with staff at all levels, to receive their input and understand their viewpoints. This input is valuable, since staff will know from daily working practice what does and does not work, where the pinch points are, what has been tried and failed in the past, and so forth. On that basis, a structure based on the functions above would be a starting point, but subject to change based on this input, and also feedback from the wider business, via the Business Partners and other channels.

Appendix G: 'Get Well', BAU and Cloud Migration Capital Requirements

Get Well: IT Applications incl Telephony	2019/20	2020/21	2012/22
Replacement ICT Service Desk	£80,000	£20,000	£20,000
Application rationalisation project	£200,000		
External SAP hosting	£300,000		
Skype	£150,000	£15,000	£15,000
TOTAL	£730,000	£35,000	£35,000

Get Well: IT Infrastructure	2019/20	2020/21	2012/22
H/W Upgrade (servers & VMware)	£800,000		
Various network renewal	£129,800		
New network contract (implementation)	£1,200,000		
Consultancy/support on projects	£33,882		
Storage Replacement	£400,000	£40,000	£40,000
Backup Replacement	£500,000	£100,000	£100,000
TOTAL	£3,063,682	£140,000	£140,000

Get Well: Security, Tech Debt, DR, Print	2019/20	2020/21	2012/22
Staff for specialist technical project work	£456,860		
PKI	£100,000	£10,000	£10,000
Load Balancers	£100,000	£10,000	£10,000
DHCP upgrade	£100,000	£10,000	£10,000
PHP system	£500,000	£100,000	£50,000
Remote access	£300,000	£30,000	£30,000
Sophos UTM	£50,000	£5,000	£5,000
Software asset management	£100,000	£10,000	£10,000
SIP trunks	£100,000	£10,000	£10,000
Stock control	£100,000	£10,000	£10,000
GIS	£200,000	£20,000	£20,000
Oracle/SQL	£182,000	£10,000	£10,000
Secure portal	£50,000	£5,000	£5,000
Infrastructure resilience	£300,000	£50,000	£50,000
Security monitoring	£180,000	£180,000	£180,000
Network access control (security)	£500,000	£50,000	£50,000
ICT DR	£40,000	£40,000	£40,000
Wi-Fi upgrade	£50,000	£5,000	£5,000
ICT service improvement project	£100,000	£50,000	£50,000
Printing replacement project	£100,000	£10,000	£10,000
TOTAL	£3,608,860	£665,000	£565,000

ICT BAU	2019/20	2020/21	2012/22
Staff for specialist technical project work	£185,777		
300 laptops	£240,000		
200 desktops & monitors	£160,000		
Keyboards & mice	£53,000		
Monitors	£635,750		
Monitor stands	£7,400		
People's Network: 200 desktops/monitors	£160,000		
People's Network domain: refresh project	£200,000		
Annual replacement laptops	£440,000	£440,000	£440,000
Annual replacement monitors		£51,975	£51,975
Replacement staff phones	£85,800	£8,580	£8,580
Consultancy for network	£250,000	£250,000	£250,000
Consultancy (other)		£95,000	£95,000
Innovation	£100,000	£20,000	£20,000
TOTAL	£2,517,727	£865,555	£865,555

Cloud Migration	2019/20	2020/21	2012/22
Server & appn cloud migration	£500,000	£500,000	£500,000
W10 Evergreen	£25,000	£2,500	£2,500
Identity & Access Management	£250,000	£70,000	£70,000
IT Service Management for cloud	£200,000	£20,000	£20,000
TOTAL	£975,000	£592,500	£592,500

This page is intentionally left blank

Wiltshire Council

Cabinet

30 April 2019

Subject: Procurement Plan FY2019-20

Cabinet Member: Councillor Philip Whitehead Cabinet member for Finance, Procurement, ICT and Operational Assets

Key Decision: Key

Executive Summary

The purpose of this report is to inform Cabinet of the planned forthcoming procurements in FY2019-20 and to seek delegated authority for named Directors to award the resulting contracts within the parameters set in this report.

The contracts identified within this Procurement Plan FY2019-20 are mainly limited to contracts that are considered Key Decisions. They are also considered low risk operational re-procurements of existing works, services or supplies contracts but fall in to the Key Decision category because of their value. The key-decision criteria as per the constitution are set out below:

Cabinet approval must be obtained for any contract (or programme) which:

- *involves a key decision under this Constitution (see Part 1 paragraph 9);*
- *exceeds an annual value of £1 million or the total contract value exceeds £4million including any optional extension period;*
- *involves the transfer of 50 or more employees in or out of the council; or*
- *relates to a matter which is commercially, politically or strategically sensitive.*

Contracts are not included in this Report if: 1) they are not key decisions; or 2) they are Key Decisions for reasons other than contract value. Such contracts will be subject to approval by Cabinet or Officer Decision as appropriate in accordance with Council's Constitution and Schemes of Delegation.

In addition, any FY2019/20 procurement contracts subject to the following are also excluded:

- any applicable procurements previously approved via individual cabinet decision
- any applicable procurement previously approved under the annual capital programme
- any forthcoming procurements that are already listed on the Cabinet Forward Workplan FY2019-20.

Any other procurement for FY2019/20 that arises which is a key decision will be subject to its own separate Cabinet decision report.

As per the scope above, there are 17 contracts planned to be awarded in FY2019-20 with a total value of £322,508,145 - details of these are provided within Appendix A.

Proposal(s)

Cabinet are requested to:

- approve the planned contract awards for FY2019-20 as per appendix A and;
- delegate authority for each contract to the alongside named Director authorise officers to do all those things necessary to conduct a proper process, finalise the documentation, and execute the resulting contracts following consultation with the relevant Cabinet Member, plus, Director of Legal Services and Director of Finance.

Reason for Proposal(s)

The reason for this report is to inform Cabinet of the Procurement Plan for FY2019/20 and by providing this consolidated information in advance. This approach for the procurements listed will support the wider objective of being an efficient and effective council.

Alistair Cunningham
Executive Director

Wiltshire Council

Cabinet

30 April 2019

Subject: Procurement Plan FY2019-20

Cabinet Member: Cllr Philip Whitehead Cabinet member for Finance, Procurement, ICT and Operational Assets

Key Decision: Key

Purpose of Report

1. The purpose of this report is to inform Cabinet of the planned forthcoming procurements in FY2019-20 and to seek delegated authority for named Directors to award the resulting contracts.

Relevance to the Council's Business Plan

2. The individual procurements contained within this report will support one or more of the council's core priorities, in addition, consolidating the planned procurements for FY2019-20 into one report will also support the Council's wider objective of being an innovative and effective council by reducing the resource impact applicable.

Background

3. The use of an annual procurement plan to consolidate and approve forthcoming operational re-procurements will improve council efficiency and effectiveness.

Main Considerations for the Council

4. The contracts identified within this Procurement Plan FY2019-20 are limited to contracts that are both low risk operational re-procurements of existing works, services or supplies contracts but fall, on grounds of value, within the scope of the key-decision criteria as per the constitution set out below:

Cabinet approval must be obtained for any contract (or programme) which:

- *involves a key decision under this Constitution (see Part 1 paragraph 9);*
- *exceeds an annual value of £1 million or the total contract value exceeds £4million including any optional extension period;*
- *involves the transfer of 50 or more employees in or out of the council; or*
- *relates to a matter which is commercially, politically or strategically sensitive.*

Contracts are not included in this Report if: 1) they are not key decisions; or 2) Key Decisions for reasons other than contract value. Such contracts will be subject to approval by Cabinet or to an Officer Decision as appropriate in accordance with Council's Constitution and Schemes of Delegation

In addition, any FY2019/20 procurement contracts subject to the following are also excluded:

- any applicable procurements previously approved via individual cabinet decision
- any applicable procurement previously approved under the annual capital programme
- any forthcoming procurements that are already listed on the Cabinet Forward Workplan FY2019-20.

Any other procurement for FY2019/20 that arises and is a key decision will be subject to its own separate Cabinet decision report.

As per the scope above, there are 17 contracts planned to be awarded in FY2019-20 with a total value of £322,508,145 - details of these are provided within Appendix A.

Overview and Scrutiny Engagement

5. No engagement has been held with Overview and Scrutiny.

Safeguarding Implications

6. As per the delegated authority approved herein, the Director will consider any Safeguarding Implications on an individual procurement basis and seek appropriate agreement from the relevant officers. Any such implications will be reflected within the relevant Officer Decision Report.

Public Health Implications

7. As per the delegated authority approved herein, the Director will consider any Public Health on an individual procurement basis and seek appropriate agreement from the relevant officers. Any such implications will be reflected within the relevant Officer Decision Report.

Procurement Implications

8. This report has been developed by the Strategic Procurement Hub in consultation with service departments. The Procurement Implications have been considered in developing this plan.

Equalities Impact of the Proposal

9. As per the delegated authority approved herein, the Director will consider any Equalities Impact on an individual procurement basis and seek appropriate agreement from the relevant officers. Any such implications will be reflected within the relevant Officer Decision Report.

Environmental and Climate Change Considerations

10. As per the delegated authority approved herein, the Director will consider any Environmental and Climate Change Impact on an individual procurement basis and seek appropriate agreement from the relevant officers. Any such implications will be reflected within the relevant Officer Decision Report.

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

11. If the decision is not taken then relevant individual procurement contracts will be subject to a separate cabinet decision report, which does not support the council to be efficient and effective in its decision making.

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

12. Relevant risks would be managed by applicable Directors under the request for delegated authority. Where any resulting contract(s) are materially different in nature from the requirement approved herein or the financial sum is exceeded further Cabinet approval will be sought prior to entering into any contract(s).

Financial Implications

13. All procurements listed herein are subject to consultation and approval by Accountancy prior to tender issue.

Legal Implications

14. In seeking to increase efficiency in decision making the Council should consider the legal principal that an aspect of reaching rational, evidence-based decisions is taking all relevant factors or considerations into account. What is relevant and what is not depends on the nature of the subject matter of the contract. A standardised short form presentation of the facts of multiple contracts simultaneously may in some cases lead to insufficient information being presented to Cabinet to allow sound decisions.
15. All procurements are developed and executed by the Strategic Procurement Hub and in consultation with the Legal as required.

Options Considered

16. None

Conclusions

17. Cabinet are recommended to approve:
 - the planned contract awards for FY2019-20 as per appendix A and;
 - delegated authority for named Directors to award resulting contracts in consultation with the relevant Cabinet Member, plus, Director of Legal Services and Director of Finance

Becky Hellard (Director - Finance and Procurement)

Report Author: Greg Lewis, Acting Head of Strategic Procurement
greg.lewis@wiltshire.gov.uk,

Date of report 5 April 2019

Appendices

(Appendix A – Procurement Plan FY2019-20.

Background Papers

None

Appendix A – Procurement Plan FY2019-20

Programme	Description	Estimated Total Contract Budget	Procurement Start Date	Procurement End Date	Programme Categories	Commissioner Lead	Director
A competitive quotation programme for PT0383 Passenger Transport - North and East Wiltshire Tender May 2019	A competitive process for the award of passenger transport routes under the council's Dynamic Purchasing System (DPS Framework)	£16,000,000	19/05/2017	01/04/2019	Public Transport	Jason Salter	Parvis Khansari
A competitive quotation programme for PT0398 Further Competition of Small Vehicle Routes, R4 Spring 2019	A competitive process for the award of passenger transport routes under the council's Dynamic Purchasing System (DPS Framework)	£8,000,000	01/04/2019	30/09/2019	Public Transport	Jason Salter	Parvis Khansari
A competitive quotation programme for PT0399 Further Competition of Small Vehicle Routes, R5 Summer 2019	A competitive process for the award of passenger transport routes under the council's Dynamic Purchasing System (DPS Framework)	£1,000,000	20/05/2019	30/09/2019	Public Transport	Jason Salter	Parvis Khansari
CS0771 Leaving Care Services Block Contract	10 accommodation beds for 16+ year olds to support their independence.	£2,001,000	12/10/2018	30/09/2019	Social Community Care Supplies & Services - Children	Donna Jeffery	Helen Jones
CS0499 Leaving Care Dynamic Purchasing System (Round 4)	Accommodation beds for 16+ years to support their independence. Additional provision to meet demand not met by CS0771 Block Contract.	£4,000,000	01/09/2019	29/02/2020		Donna Jeffery	Helen Jones
CE344 Childrens Residential Homes Framework	A contract to replace current contract when it expires in 2020. Options on whether to participate in collaborative arrangement led by BANES or council's own contract are currently being explored.	£7,000,000	02/01/2019	31/03/2020	Social Community Care Supplies & Services - Children	Donna Jeffery	Helen Jones
HR0193 - Agency Staff and Interims 2019/20 Extension Option	Replacement contract for Temp Agency Staff.	£28,000,000	30/09/2019	31/03/2020	Human Resources	Angela Oakley	Jo Pitt
VM0414 - Fleet - Bulk Fuel contract for 5 years	Bulk purchase of fuel to support Council vehicles.	£5,000,000	03/04/2017	29/03/2019	Vehicle Management	Andrew Saxton	Tracy Carter
Extra Care - to meet service demand not met by Help to Live at Home Alliance	To replace 3 x current Extra Care schemes in Wiltshire. For clients that required live-in care provision.	£12,000,000	01/06/2018	05/09/2019	Social Community Care Supplies & Services - Adult	Sue Geary	Helen Jones
OP Housing Related Support - to meet service demand not met by Help to Live at Home Alliance	Older People housing related support (65years+) provision to replace current contracts previously covered by the Help to Live at Home contracts.	£2,000,000	01/01/2018	30/09/2019	Social Community Care Supplies & Services - Adult	Geoff Vale	Helen Jones
Nursing Home Care Beds (Older People Block Contract)	To replace or extend current Older People Block contract due to expire in 2020.	£12,000,000	01/01/2019	01/04/2020	Social Community Care Supplies & Services - Adult	Kath Norton	Helen Jones
Integrated Community Equipment and Support Services (ICESS), including an Independent Living Centre (Children and Adults/Health and Social Care)	A competitive process to ensure continuity of equipment services, current contract ends 31/08/2019.	Annual £6,070,629 5 year contract £30,353,145	01/04/2018	01/09/2019	Social Community Care Supplies & Services -	Jess Mitchell	Helen Jones

Insurance Services	New contract to replace current Insurance Contract FS0233	£3,354,000	31/10/2018	01/04/2020	Financial Services	Darren Law	Becky Hellard
Surfacing and reactive patching	Replacement highways surfacing contract - potential for up to 7 years	£105,000,000	01/09/2019	01/03/2020	Works - Construction, Repair & Maintenance	Peter Binley	Parvis Khansari
Surface Dressing	Replacement highways surfacing contract - potential for up to 7 years	£70,000,000	01/11/2019	01/03/2019	Works - Construction, Repair & Maintenance	Peter Binley	Parvis Khansari
Grouted Asphalt	Replacement highways surfacing contract - potential for up to 7 years	£8,400,000	01/11/2019	01/03/2019	Works - Construction, Repair & Maintenance	Peter Binley	Parvis Khansari
Retexturing	Replacement highways surfacing contract - potential for up to 7 years	£8,400,000	01/11/2019	01/03/2019	Works - Construction, Repair & Maintenance	Peter Binley	Parvis Khansari
		£322,508,145					

Wiltshire Council

Cabinet

30 April 2019

Subject: Extension of the idVerde novated Grounds and Streetscene Contract

Cabinet Member: Councillor Bridget Wayman – Cabinet Member for Highways, Transport and Waste

Key Decision: Key

Executive Summary

To realise savings from economies of scale in 2013 all the highway and street scene services were grouped together. They were tendered as in one contract and this was awarded to Balfour Beatty Living Places (BBLP).

The contract was for an initial five-year period, with an option for up to two-year extension for good performance. The maximum duration for the BBLP Highway and Streetscene Contract was to the 31 May 2020.

In 2014 Balfour Beatty Living Places subcontracted the litter collection and grounds maintenance provision to idVerde with the permission of Wiltshire Council.

In 2015 the idVerde subcontract was novated to the Council.

The idVerde subcontract was extended by the Council to 30 November 2020, to avoid the demobilisation and mobilisation of grounds services in the peak of the grass growing season which would have occurred with a 31 May 2020 expiry date.

A further two-year extension is now sought to the contract as there is significant financial risk to the Council if a new contract was to be awarded in 2020, due to the unknown implications resulting from the Council's new Asset Transfer and Service Delegation Programme.

In 2018 the Council agreed a new 'time limited' Community Asset and Service Delegation Programme.

The Programme aims to transfer the idVerde services in the towns to the local councils, removing the work from the novated idVerde contract.

The Programme commenced on 1 April 2019 and finishes on 31 January 2022.

Council resources are provided for the Programme period.

Local councils have a window of opportunity to take on the services.

There is considerable interest from the towns to run the Council's idVerde services and it is anticipated that most of the towns will take on the services.

The Programme will cause large changes to the idVerde contract areas over the next two and a half years. However, until the programme is completed the Council will not understand the full extent of any change. Currently, the: volumes; location of areas; type of provision of service (own delivery/through a Wiltshire Council contract etc.); client management; depot requirement, etc. are all unknown.

Extending the current contract to 30 November 2022 will allow these issues to be understood and avoid the significant inconvenience and the associate costs that a change in contractor would cause if the Council awarded a new contract on 30 November 2020.

A Notice in compliance with the Official Journal of the European Union (OJEU) will be issued on approval of the decision to extend.

The value of the exemption will not exceed 50% of the total contract value.

A further 6% saving, on top of the Service Delegation savings, on the core budget spend has been agreed with idVerde.

The Environment Select Committee has approved a new suite of contract Key Performance Indicators for the extension period.

During the extension period any area that is subject to a service delegation can be removed from the Council's contract if this is the wish of the receiving local council.

New back office processes have been approved allowing real time access to idVerde's management and performance data.

Proposal

That Cabinet approves the extension of the idVerde novated subcontract to 30 November 2022.

Reason for Proposal

Extending the current idVerde sub-contract to 30 November 2022 will mitigate the financial risk that tendering a new Street Cleansing and Grounds Maintenance Contract in 2020 would create due to the unknown changes in: volumes, processes and requirements caused by the Service Delegation Programme which will run until January 2022.

Alistair Cunningham
Executive Director – Growth, Investment and Place

Wiltshire Council

Cabinet

30 April 2019

Subject: Extension of the idVerde novated Grounds and Streetscene Contract

Cabinet Member: Councillor Bridget Wayman – Cabinet Member for Highways, Transport and Waste

Key Decision: Key

Purpose of Report

1. This report seeks approval from Cabinet to extend the novated idVerde Grounds and Streetscene Maintenance Services contract from 30 November 2020 to 30 November 2022.

Relevance to the Council's Business Plan

2. The Council's Street and Grounds contract helps meet the priorities of the Council's Business Plan, including:
 - Outcome 2 – People in Wiltshire work together to solve problems locally and participate in decisions that affect them
 - Outcome 6 – People are as protected from harm as possible and feel safe

Background

3. To realise savings from economies of scale in 2013 all the highway and street scene services were grouped together. They were tendered as in one contract and this was awarded to Balfour Beatty Living Places (BBLP).
4. The BBLP Highway and Streetscene Contract was for an initial five-year period, with an option for up to two-year extension for good performance. The expiry date for the seven-year period was 31 May 2020.
5. In 2014 BBLP subcontracted the litter collection and grounds maintenance provision to idVerde.
6. In 2015 the idVerde subcontract was novated to the Council from BBLP.
7. The two-year good performance extension was awarded to idVerde the novated contract now expiring on 31 May 2020.
8. The idVerde subcontract was extended for extenuating circumstances by the Council to 30 November 2020, to avoid the demobilisation and mobilisation of

grounds services in the peak of the grass growing season which would have occurred with a 31 May 2020 expiry date.

Main Considerations for the Council

9. In 2018 the Council agreed a new Community Asset and Service Delegation Programme. The Programme is time limited and aims to transfer the idVerde services in the towns and larger villages. The Programme commenced on 1 April 2019 and finishes on 31 January 2022.
10. Legal, Property, Streetscene etc. additional resources have been provided for the Programme period, after which time they will be removed. Local councils have a window of opportunity to take on the services.
11. There is considerable interest from the town councils to run this Council's idVerde services and it is anticipated that the majority of the town councils will take on the services.
12. This will result in large changes to the idVerde contract areas over the next two and a half years. Until the programme has been completed the Council will not understand the full extent of the changes.
13. Over fifty percent of the Council's asset is in the towns, the Programme could result in most of this work being removed from this Council's maintenance contract.
14. The Council maintains much of its rural amenity grass on a 'drive by' provision. When grass cutting in towns the contractor drives through many villages, allowing efficiencies for a greater number of cuts in those rural areas. If neighbouring towns are no longer within this Council's contract, these efficiencies are lost. Rural cuts are normally annually with urban areas receiving nine cuts a year.
15. Different equipment is needed for monthly cuts (ride on mowers) compared to annual cuts (tractor and flail). As this Council does not know the future town provision it is not possible to identify those rural amenity areas that the Council should consider amending to annual cut in any future contract.
16. The Council currently provides four depots for grounds services: Devizes, Chippenham, Salisbury and Trowbridge. On 1 June 2020 (six months before the current contract expiry) Salisbury City Council, Devizes Town Council and Chippenham Town Council are all taking their work in-house and out of this Council's contract. With the other local towns under consideration future depot provision needs to be understood. With the uncertainty of provision, the Council's consideration on the depot provision it will offer is unclear.
17. The Council needs to understand the local town councils' future provision. They may wish to work in partnership with this Council, through a Framework type provision, or they may wish to provide the services direct. Until the negotiations have been concluded with the towns the content or offer to be contained within any future contract is unclear.
18. As the Service Delegation Programme is time limited, with the resources being removed at the end of the programme, this small extension to the current contract to 30 November 2022 will allow these issues to be better understood

and mitigating the significant inconvenience and associated costs that a change in contractor would cause if we awarded a new contract on 30 November 2020.

19. Due to the limited time offer of service delegation this is likely to increase the demand for transfers and increase risk of greater changes within the Service Delegation Programme period.
20. The value of the exemption will not exceed 50% of the total contract value.
21. A Notice in compliance with the Official Journal of the European Community (OJEU) will be issued on approval of the decision.
22. A further 6% saving, on top of the Service Delegation savings, on the core budget spend has been agreed with idVerde.
23. The Environment Select Committee has approved a new suit of contract Key Performance Indicators for the extension period.
24. Any area service delegated during the extension period can be removed from the Council's contract to a time that suits the town concerned.
25. New back office processes have been approved allowing real time access to idVerde's management and performance data.

Overview and Scrutiny Engagement

26. The Environment Select Committee (ESC) has been engaged and new Key Performance Indicators (KPIs) have been agreed for the extension period. The Scope of Words for those KPIs were also detailed to ESC at their 12 March 2019 meeting

Safeguarding Implications

27. There are no direct safeguarding implications with the proposals put forward in this report.

Public Health Implications

28. The condition of cleanliness and up keep of the Council's assets can have serious reputational implication to the Council and there are links to anti-social behaviour if areas appear neglected.
29. The arrangements for the extension ensure continuing delivery of services in these key areas and ensure the Council's limited resources are maximised.

Corporate Procurement Implications

30. The extension will deliver street cleansing and grounds maintenance operations.
31. A relevant OJEU notice will be undertaken, and the appropriate Regulation 72 procedures followed to modify the contract.
32. The scope and details of the extension consider a number of factors, including revenue funding pressures, public expectations, local community desire to fund

maintenance requirements and legal obligations to maintain the Council's assets.

33. The Council's Strategic Procurement Hub has been actively involved in the process and will monitor the extension to ensure it is carried out properly and to mitigate the risk of a legal challenge.

Equalities Impact of the Proposal

34. Extending the current cleansing and grounds maintenance contract will result in no change to existing employees and sub-contractors' rights.
35. The current contractor is required to demonstrate good practice in terms of employment policies and practices and conform to the Council's standards and behaviours framework. The tenderers' employment policies have been considered.

Environmental and Climate Change Considerations

36. The extension considers the environmental policies and the contractor is required to report back monthly at Service Delivery Team Meetings on environmental issues.

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

37. If the proposed extension (from 30 November 2020 to 30 November 2022) is not approved, there will be significant inconvenience and associated costs due to the unknown specification and volumes resulting from the outcomes and implications of the Service Delegation Programme. As detailed above paragraphs 13 – 19.

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

38. There is a risk that following the OJEU Notice a challenge to the extension is made, because there are no further extension periods within the current contract.
39. However, due to the exceptional circumstances created by the Service Delegation Programme (with the effect this would have on tendering a service in 2020 with unknown quantities and specification) there is a strong commercial argument to extend the current idVerde novated contract to 2022, rather than tender a new service at this time with the considerable financial risk this would create.
40. The Council would justify the extension on the grounds of avoiding the significant inconvenience and associated costs.

Financial Implications

41. The proposal mitigates the significant inconvenience tendering would cause with the associated costs due to the unknown locations of work, possible volume changes, inability to currently identify the rural grounds requirements etc. resulting from the outcomes and implications of the Service Delegation Programme. As detailed above in paragraphs 13 – 19.
42. The forecasted core spend on Streetscene and Grounds Services for December 2020, following the Devizes, Salisbury and Chippenham transfers is £3,787,893.

43. idVerde has committed savings of £226,746 or a 6% saving. This is a mixture of procurement, efficiency and additional savings linked to historic asset transfers and service delegations.

Legal Implications

44. Regulation 72 of the Public Contract Regulations (2015) allows for the unadvertised extension of a contract in certain circumstances. The particular regulation that is to be considered here is Reg 72 (b). This Reg 72 (b) says that “contract may be modified without a new procurement procedure ... where a change in contractor ... would cause significant inconvenience or substantial duplication of costs for the contracting authority.” This is provided that the price increase does not exceed 50% of the value of the original contract.
45. While there is a risk that a competitor of idVerde may challenge a Reg 72 extension on the grounds that a new procurement procedure to the contract would not cause any unexpected inconvenience or extra costs, let alone significant ones, for the reasons set out elsewhere in this report extending rather than re-procuring under the exceptional circumstances of the Service Delegation Programme (and the effect this would have on tendering a service with unknown quantities and specification) avoids significant inconvenience and extra costs. The risk of challenge is considered by officers to be low.
46. The Council has a duty to maintain the highways network and related infrastructure. The contract will deliver important aspects of the service and help ensure that the Council meets its obligations under the Environmental Protection Act and other legislation. The contract helps ensure that the services are provided to the standard necessary for the Council to fulfil its statutory duties.

Options Considered

47. **Extend the current contract from 30 November 2020 to November 2022 –** An extension would continue the current service provision. It would mitigate the financial risk caused by the changes to the service delivery between now and January 2022. The agreed new Key Performance Indicators (KPI) will refocus service delivery and further savings of 6%, on top of the Service Delegation savings, on the core budget spend has been agreed with idVerde. There is a risk of a challenge to the extension, however, due to the significant financial risk of tendering with so much unknown, there is justification for the extension. This is the Council’s preferred option.
48. **Tender the service for commencement in December 2020 –** The Council could tender the service in 2020 detailing the known work and the possible work that could be removed. This would allow the service to be market tested. However, this option is not preferred as this carries significant financial risk due to tendering a service where over fifty percent of the volume of work could be removed, with the town locations for maintenance being unknown and with a grounds specification that could change just as any new contract would commence.
49. **Tender with a number of town and parish councils -** Wiltshire Council has considerable experience of this type of provision with the novated contract with Salisbury City Council. This option allows greater economies of scale. It allows local town and parish councils access to competitively tender rates; a robust

contract specification; an approved contractor which can quickly and easily top up amenity and streetscene services. However, this option to commission works with other local councils is not preferred. The three local councils (Salisbury, Devizes and Chippenham), currently in the process of transferring services, have all decided to provide the service in-house from 2020. General requests to other town councils on their interest in undertaking a joint provision has had no take up.

50. **Tender with Swindon Borough Council** - A Wiltshire Council contract could be tendered with Swindon Borough Council. Wiltshire Council has considerable experience of this type of provision with the contract Highway Contract with Swindon Borough Council. It allowed the greater economies of scale when the Highway Service was tendered in 2016. A meeting was held with Swindon Borough Council to discuss this option. Swindon Borough Council is interested in providing the Wiltshire Council grounds and street cleaning service direct, rather than joining Wiltshire Council in a joint tender.
51. **Tender with a major partner** - A Wiltshire Council contract could be tendered with a major partner. Wiltshire Council has considerable experience of this type of provision with the contract Highway Contract with Swindon Borough Council and Salisbury City Council. It allows the greater economies of scale. A meeting was held with Selwood Housing. Whilst services appear to have synergies, the different cutting frequencies require different equipment. There are opportunities for greater joint working, but a joint tender was not the preferred provision following the discussions.

Conclusions

52. The current street cleansing and grounds services was awarded in 2013 to Balfour Beatty Living Places Highway Contract for an initial five-year period, with an option for up to two-year extension for good performance. The contract expires on 31 May 2020.
53. In 2014 Balfour Beatty Living Places subcontracted the litter collection and grounds maintenance provision to idVerde.
54. In 2015 the idVerde subcontract was novated to the Council.
55. The idVerde subcontract was extended by the Council to 30 November 2020, to avoid the demobilisation and mobilisation of grounds services in the peak of the grass growing season which would have occurred with a 31 May 2020 expiry date.
56. A further two-year extension is now sought to the contract as there is risk of significant inconvenience and the associate costs if we awarded a new contract in 2020. The Council in 2018 agreed a Community Asset and Service Delegation Programme. The programme is time limited and aims to transfer the idVerde services in the towns to the local councils. The programme commenced on 1 April 2019 and finishes on 31 January 2022.
57. Service Delegation and Asset Transfer resources are provided for the Service Delegation and Asset Transfer Programme period for the next two and a half years, after which time they will be removed. Local councils have a window of opportunity to take on the services. There is considerable interest from the

towns to run the Council's idVerde service and it is anticipated that the majority of the towns will take on the services within the current Programme timetable.

58. Until the programme is completed we will not fully understand the extent of any change. Currently, the: volumes; location of areas; type of provision of service (own delivery/through a Wiltshire Council contract etc.); client management; depot requirement are all unknown.
59. Extending the current contract to 30 November 2022 will allow these issues to be understood and avoid the significant inconvenience and the associate costs that a change in contractor would cause if we awarded a new contract on 30 November 2020.
60. A further 6% saving, on top of the Service Delegation savings, on the core budget spend, has been agreed with idVerde.
61. The Environment Select Committee has approved a new suit of contract Key Performance Indicators for the extension period.
62. Any Service Delegation during the extension period can be removed from the Council's contract to a time that suits the town concerned.
63. New back office processes have been approved allowing real time access to idVerde's performance and management data.
64. There is a risk of a challenge to the extension; however, due to the significant financial risk of tendering in 2020 with so much unknown, there is justification for the extension.

Recommendation

65. Cabinet is requested to approve the extension of the novated idVerde Grounds and Streetscene Contract to November 2022.

Parvis Khansari
Director Highways and Transport

Report Author:

Adrian Hampton

Head of Streetscene, Local Highways and Parking Services

1 April 2019

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

None

Appendices

Appendix A – Draft Asset Transfer and Service Delegation Programme

Appendix B - Environment Select Committee Approval of Key Performance Indicators

This page is intentionally left blank

Q4 19/20		Q1 20/21			Q2 20/21			Q3 20/21			Q4 20/21			Q1 21/22		
Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	
Transfer		Completion														
Transfer		Completion														
Transfer		Completion														
Transfer		Completion														
Initiations			Approval	Transfer		Completion										
Initiations			Approval	Transfer		Completion										
Initiations			Approval	Transfer		Completion										
Initiations			Approval	Transfer		Completion										
			Prep & Negotiations				Approval	Transfer	Completion							
			Prep & Negotiations				Approval	Transfer	Completion							
			Prep & Negotiations				Approval	Transfer	Completion							
			Prep & Negotiations				Approval	Transfer	Completion							
								Prep & Negotiations			Approval	Transfer	Completion			
								Prep & Negotiations			Approval	Transfer	Completion			
								Prep & Negotiations			Approval	Transfer	Completion			
												Prep & Negotiations				
												Prep & Negotiations				
												Prep & Negotiations				
												Prep & Negotiations				
												Prep & Negotiations				

This page is intentionally left blank

ENVIRONMENT SELECT COMMITTEE

MINUTES OF THE ENVIRONMENT SELECT COMMITTEE MEETING HELD ON 12 MARCH 2019 AT KENNET ROOM - COUNTY HALL, BYTHESEA ROAD, TROWBRIDGE, BA14 8JN.

Present:

Cllr Derek Brown OBE, Cllr Clare Cape, Cllr Peter Evans, Cllr Peter Fuller, Cllr Mike Hewitt, Cllr Tony Jackson, Cllr Jacqui Lay, Cllr Ian McLennan, Cllr Nick Murry, Cllr Steve Oldrieve, Cllr Brian Mathew (Substitute) and Cllr John Smale (Chairman)

Also Present:

Cllr Alan Hill, Cllr Sven Hocking, Cllr Bridget Wayman, Cllr Philip Whitehead and Cllr Graham Wright

17 **Membership Changes**

The Committee were informed that, at its meeting on 26 February 2019, Council removed Cllr Matthew Dean from the membership of this Committee and added Cllr John Smale to its membership.

Resolved: To note the membership change.

18 **Election of Chairman**

Nominations were sought for the position of Chairman for the municipal year 2018/19. Cllr Derek Brown OBE, seconded by Cllr Peter Evans, moved that Cllr John Smale be elected as Chairman.

The Committee paid tribute to Cllr Matthew Dean, former Chairman of the Committee and thanked him for the contributions made during his time as a member of the Committee.

On there being no other nominations, it was

Resolved:

To elect Cllr John Smale as chairman of the Environment Select Committee for the municipal year 2018/19.

19 **Apologies**

Apologies for absence were received from Cllr Bob Jones MBE, Vice-Chairman and Cllr Tom Rounds.

In addition, Cllr Richard Gamble, Portfolio Holder for Heritage, Arts and Tourism asked for his apologies to be recorded.

Cllr Bob Jones MBE was substituted by Cllr Brian Mathew.

20 **Minutes of the Previous Meeting**

The minutes of the meeting held on 8 January 2019 were approved as an accurate record.

21 **Declarations of Interest**

There were no declarations of interest.

22 **Chairman's Announcements**

The Chairman referred to a request at the previous meeting from Cllr Lay to discuss with Cllr Wayman, Cabinet Member for Highways, Transport and Waste, and Cllr Sturgis, Cabinet Member for Spatial Planning, Development Management and Property about the landscaping of trees on new estates.

In the absence of the former Chairman, the Vice-Chairman cancelled the 4 March 2019 briefing meeting and asked for the Briefing Note to be circulated as all agreed that no further Scrutiny action was necessary.

Cllr Lay, in responding to the Briefing Note, asked that the trees sourced for new estates should be from British grown stock, and not imported from outside the UK, which could potentially increase the risk of disease spreading to other indigenous trees. It was noted that the trees procured for the recent tree planting ceremonies by Area Boards to commemorate WWI, were from the Woodland Trust, who provided British grown trees.

The Chairman thanked the Committee for their comments and asked for Members to raise the matter further if anything substantial emerged at a later date.

23 **Public Participation**

There was no public participation.

24 **HIAMS: Streetworks**

The Committee considered the report of the Director of Highways and Transport which reviewed how the new Highways Infrastructure Asset Management System (HIAMS) had impacted Wiltshire Council's Street Works Service.

Cllr Bridget Wayman, Cabinet member for Highways, Transport and Waste introduced the report and explained that the vision behind HIAMS is to bring all asset information onto one digital platform and utilise highly visual and mobile, map based tools to better manage and co-ordinate operational and strategic activities across the service. It also provided a full complement of asset analysis tools to enable the Authority to improve its understanding of the condition of its highways and associated assets and make better investment decisions.

The Cabinet Member for Highways, Transport and Waste, the Director for Highways and Transport and the Highways Asset Manager responded to a number of issues and comments from the Committee. In particular, the following issues and comments were raised:

- The reasons for Wiltshire Council entering a full tender procedure to procure a modern Highway Infrastructure Asset Management System with Oxfordshire County Council.
- Ensuring that traffic disruption from road works is kept to a minimum. A definition of minimum and what this looks like on Wiltshire roads.
- Support provided for use of mobile devices operating HIAMS by Council staff, in the event of technical problems with software.
- Notification of closed roads and works being undertaken by utility companies to the blue light services and Councillors.
- Monitoring improvements to operational and strategic activities across the service.
- The impact of HIAMS in the transfer of assets to town and parish councils.
- Potential initiatives for the use of common trunking for all utilities using the road network.
- Repairs to the highways and monitoring by HIAMS.

The Chairman thanked the Cabinet Member for Highways, Transport and Waste and officers for attending the meeting and providing responses to the issues raised.

Resolved: That the Committee

- 1. Recognises the progress made by the highways service to modernise and improve the digital tools and processes in use through the rollout of HIAMS, and the associated improvement in the efficiency and management of Wiltshire's roads and highway assets.**
- 2. Supports the use of mobile technology to improve operational efficiency, workload management and reduced environmental impact.**
- 3. Requests a report on the next stage of the HIAMS implementation with regard to highways inspections and the benefits of the HIAMS mobile working capability later this year.**

- 4. To return to the Committee at the end of 2019, with a demonstration of how the highway inspection mechanism of HIAMS will operate.**

25 **Key Performance Indicators: Streetscene**

The Committee considered the report of the of the Director of Highways and Transport which provided the draft Key Performance Indicators (KPIs) for inclusion in the proposed extension of the Amenity and Streetscene contract from June 2020 to November 2022.

Cllr Bridget Wayman, Cabinet member for Highways, Transport and Waste introduced the report and explained that the current Streetscene Service is undertaken by Idverde whose contract expires in June 2020. An extension to the contract is currently under consideration to December 2022, which would allow for new KPIs to be introduced. It was acknowledged that KPIs are an excellent way to measure delivery of a service and focus improvements in desired outcomes, although they can also distort the services delivered by focusing on KPI figures at the expense of other activities. The report indicated that a suite of KPIs are proposed to capture measurable outcomes of the contractor's performance and the perceived service levels from the local community.

The Cabinet Member for Highways, Transport and Waste, Director for Highways and Transport and the Head of Local Highways, Streetscene and Parking Services responded to a number of issues and comments from the Committee. In particular, the following issues and comments were raised:

- Savings achieved by the Service Delegation Programme and how Lottery Funding could help with the continuation of services transferred.
- Exploration of satisfaction surveys being conducted on the new Dynamics system (replacing MyWiltshire).
- The frequency of litter picking on main roads and the move to a reactive service.
- Variations across the county in the collection of litter from main roads.
- The standardisation of colour coding for the reporting of performance measures.
- Markets under the control of the Council.
- Support for the public scoring of contract performance and monitoring between town and parish councils.
- The boundaries in towns centres for road and pavement sweeping and the impact of parking regulations where double yellow lines are no longer visible due to detritus.
- The responsibility for maintaining football and cricket pitches.

The Chairman thanked the Cabinet Member for Highways, Transport and Waste and officers for attending the meeting and providing responses to the issues raised.

Resolved:

- 1. The Environment Select Committee notes the proposed KPIs detailed at Appendix B of the report.**
- 2. That the KPI colour scheme be amended from red, green and gold to the standard Council KPI colour indicators and that they are listed in numerical form.**

26 **Executive Response to the Waste Contracts Task Group**

The Committee considered the report of the Cabinet Member for Highways, Transport and Waste which provided a response to the final report of the Waste Contracts Task Group.

Cllr Bridget Wayman, Cabinet member for Highways, Transport and Waste introduced the report and responded to each of the Task Group's five recommendations in turn.

The Cabinet Member for Highways, Transport and Waste and the Director for Waste and Environment responded to a number of issues and comments from the Committee. In particular, the following issues and comments were raised:

- The lack of key performance indicators for the collection of fly tipping evidence.
- Installing CCTV at known fly tipping areas.
- Possibility of integrating Dynamics with HIAMS for the reporting of fly tipping
- The number of fly tipping prosecutions.

The Committee then heard from Cllr Sven Hocking, Chairman of the Waste Contracts Task Group, who generally welcomed the comments from the Cabinet member, although he indicated that the Task Group recommended the use of fixed penalty notices in the place of warning letters. Cllr Hocking also referred to an example of fly tipping in Salisbury and asked if the matter could be investigated further, as well as a date to be provided to the Committee for when the proposed Waste Contracts Task Group could be reconvened.

The Chairman thanked the Cabinet Member for Highways, Transport and Waste, Cllr Hocking and officers for attending the meeting and providing responses to the issues raised.

Resolved:

1. **The Environment Select Committee to reconvene a Waste Contracts Task Group to consider 'The implementation and performance of the council's waste contracts for collecting and managing waste and recyclables' when Lots 1, 3, 4 and 5 become fully operational**
2. **The Environment Select Committee to note the update provided by the Cabinet Member for Highways, Transport and Waste in the 'Executive Response'.**
3. **A response to be provided at 23 April meeting on Cllr Hocking's fly-tipping example from Salisbury and the volume of fly-tipping prosecutions in the past year**

27 Updates from task groups and representatives on programme boards

The Committee received an update from Cllr Graham Wright on recent activity of the Homelessness Strategy Task Group, in particular the meetings held on 15th January 2019 and 19 February 2019. In addition, the Committee were asked to endorse a change to the membership of the Task Group.

Resolved: To note the update.

28 Forward Work Programme

The Senior Scrutiny Officer introduced the Committee's Forward Work Programme, asked for confirmation about how to progress a number of items and provided updates on the Committee's work scheduled for the forthcoming April 2019 meeting.

As the Executive Director for Growth, Investment and Place, Alistair Cunningham, updated the Committee that the ECO Board had been disbanded, it was proposed that the ECO Board item for April instead include information on work that had been undertaken in the past year.

Resolved:

1. **To note the Forward Work Programme.**
2. **To agree that the ECO Board item for 23 April 2019 include information on work that had been undertaken by the Board in the past year.**

29 Urgent Items

There were no urgent items.

30 **Date of Next Meeting**

The date of the next meeting was confirmed as 23rd April 2019.

(Duration of meeting: 10.30 am - 12.20 pm)

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

Press enquiries to Communications, direct line (01225) 713114/713115

This page is intentionally left blank

Wiltshire Council

Cabinet

30 April 2019

Subject: Rationalisation of Children's Centre Buildings

Cabinet Member: Cllr Laura Mayes Cabinet member for Children, Education and Skills

Key Decision: Non Key

Executive Summary

Children's centre services are a vital resource for parents with very young children, they provide a one stop service of advice and support.

Due to the rurality of Wiltshire it is not easy for all parents to access services in a building in a particular area of a community. It is more important to offer services in the places that are accessible to families and to ensure that the delivery of outreach services in the home to those who are most in need is available.

Children's centre services are an important part of the early help offer in Wiltshire and they must be aligned with all partner services to ensure that there is a joined up streamlined service for families.

This paper discusses the consultation and responses to consider the proposal to extend the activities of Children's Centres into more community venues. This will achieve savings and further develop the outreach work of Children's Centres, bringing services closer to families.

Proposal(s)

Reduce the number of children's centre buildings by six and focus the work in the community, using space in libraries, leisure and health and well-being centres where possible and practical.

To work closely with maternal health and community child care providers to support the choice of future community venues and keep and expand the scope of services to families in the most deprived areas of Wiltshire.

To work closely with families to utilise social media and community networks to raise the profile of available provision.

Reason for Proposal(s)

Children's centre services provide an important role in offering early help to families with young children. It is vital that this resource is maintained and spread wider into rural communities, particularly those in the most deprived areas. Reducing to 12 buildings will mean that finances can be concentrated on front line staff in priority geographical areas and work directly with families

Terence Herbert
Executive Director

30 April 2019

Subject: Rationalisation of Children's Centre Buildings

Cabinet Member: Cllr Laura Mayes Cabinet member for Children, Education and Skills

Key Decision: Non Key

Purpose of Report

1. This report outlines why the council is proposing to move children's centre services from buildings to community venues. A consultation with the public has been undertaken and the results have been considered in the preparation of this report.

Relevance to the Council's Business Plan

2. The proposal is relevant to the following priorities and objectives laid down within the Council's Business Plan¹:
 - Early Intervention (Prevention): Proactive Early Help and Children's Centres' services - *Re-shape the way we deliver services, with more focus on providing help early in a child's life and on supporting families where parents have difficulties which affect their ability to parent effectively - through strong ongoing relationships with families and within communities.*
 - Reduced social isolation and loneliness: *Children's centres and outreach services offer support to isolated mothers.*
 - Personal Well-being (Prevention): Improved provision through campuses, sports and leisure centres and community hubs (including libraries and cultural engagement): *Increase use of libraries*
 - Personal Well-being (Prevention): Provide the right environment and infrastructure to prompt more active and healthy living.
3. When children's centre services were recommissioned in 2016, they were clustered into four areas to allow for a more financially efficient model. Spurgeons, a national charity and The RISE Trust, a local charity, were successful in tendering for the contracts to provide these services. The focus of the new contracts was on the original children's centre service priorities of: health, parenting, educational attainment, training and employment opportunities. The services were also more focussed on the most disadvantaged children in Wiltshire in the most deprived areas. There would be limited universal access to provision, but this would be available in all community areas. In order to achieve this, children's centre services have been successfully using a broader range of community venues to deliver services and

¹ <http://thewire.wiltshire.council/index/business-plan-2017-2027.htm>

programmes in places where families are living, socialising and working. The vision is to build on the community model which has been used since 2016. For instance, families accessing services in the Baptist Church, Amesbury and perceive it to be a children's centre as regular events are held there and information and staff are available as they would be in a children's centre building. In Wilton (53) more mums access the Mum2Mum Breastfeeding Group at the community centre than do the group in the children's centre building in Tidworth (34), 88 families accessed the child health clinic in a community venue (library) in Bradford on Avon compared to 86 in the centre at Bulford. Families who live in rural isolated communities cannot easily get to a children's centre building, so it is important to make services accessible for them in their homes, many outreach services are delivered in family homes and this will continue to be a priority from July 2019.

By expanding the delivery of services in leisure centres and libraries, it is hoped that families, who would not normally access existing buildings, would find them welcoming and accessible and be inclined to access swimming or other classes that they would not previously have thought to use. This would have an overall positive effect on the families outcomes.

4. Wiltshire Council is facing funding pressures and, to achieve savings, services across the council have been reviewed to identify whether they can be delivered more efficiently.

When reviewing children's centre services, the council has considered what savings could be made without having a significant impact on frontline services. Based on the successful use of wider community venues for children's centre services, rather than tie money up in the running costs of buildings, it is proposed that we reduce the number of buildings by six and deliver more services in the community where they are needed and where the families can easily access them. This is already happening in many areas as the children's centre service providers assess the need in an area and offer groups in venues that are convenient for families e.g. Purton Village Hall, Leigh Park Community Centre Westbury, Longfield Community Centre, Trowbridge. This is a development of the work that is already taking place and follows discussions at contract meetings with providers about how efficiencies can be made with the least impact on services for the most disadvantaged families. Saving money on buildings means that delivery staff will be retained and able to work with families. Three of the centres that would be de-commissioned are in the less deprived areas and three are in areas (with pockets of greater deprivation) that have very little service take up in the Children's Centre buildings - between 0% in three centres and 19%. It is anticipated that these changes would achieve savings of £250,000 annually.

Main Considerations for the Council

To consider the results of the consultation and the equalities impact assessment to decide if it appropriate not to use six building and use more community venues.

To ensure that the proposed community model and reduction in funding is most effective we aim to:

- Realign the children's centres to a preventative model
- Place children's centres more firmly within an integrated offer of early help
- Co-produce the changes with children's centre providers, families and other partners and stakeholders
- Closely follow guidance regarding changes to children centre services with full consultation and impact analysis
- Achieve efficiencies largely through not using discrete buildings but having greater use of existing community venues.

How We Consulted

Statutory Guidance on Children's Centres 2013 states that Local Authorities must ensure that there is a consultation before closing a children's centre or changing use of buildings.² The consultation process was undertaken following a launch briefing with Members and a Public Press Release on 23rd January. This was followed by:

- An online survey
- Face to face sessions in buildings that are proposed not to be used: Cricklade, Mere, Pewsey, Salisbury City, Trowbridge Longfield, Westbury White Horse.
- A presentation at Pewsey Area Board on March 11th.
- Information on the Wiltshire Council Early Years Facebook

Consultation Response

There were:

- 262 online responses to the consultation which was open for eight weeks from 23 January until 20 March 2019.
- 1500 hits on the Facebook page
- One response via the consultation e-mail inbox
- 10 parents and 14 professionals attended the 12 face to face events and their comments are recorded as part of the feedback.

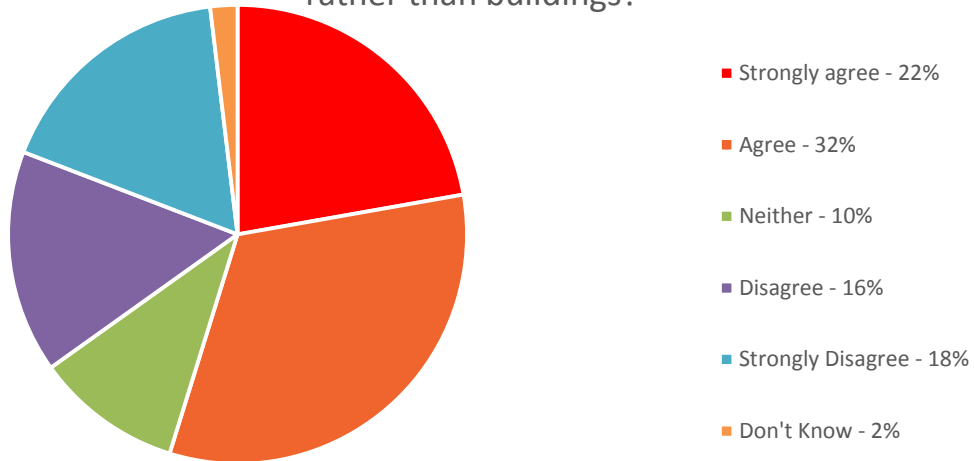
The overall response to the online survey was:

- 54% in agreement that children's centre services should be offered in the community and investment be made in staff rather than buildings
- 10% neither agreed or disagreed
- 34% disagreed or strongly disagreed with offering the services in the community
- 2% did not know

2

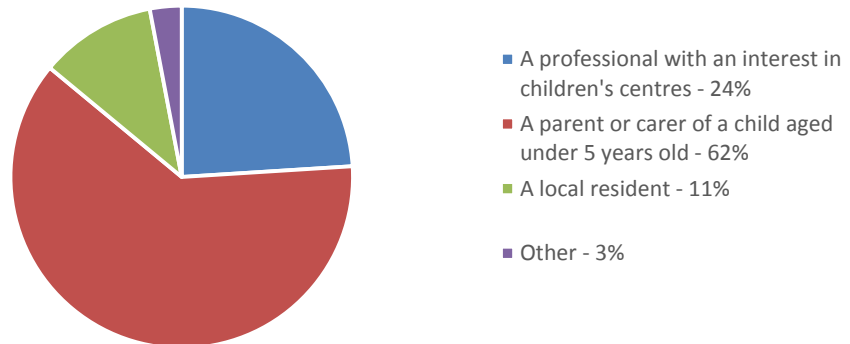
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/678913/childrens_centre_stat_guidance_april-2013.pdf

Do you support the decision to offer children's centre services in the community and therefore invest in staff rather than buildings?

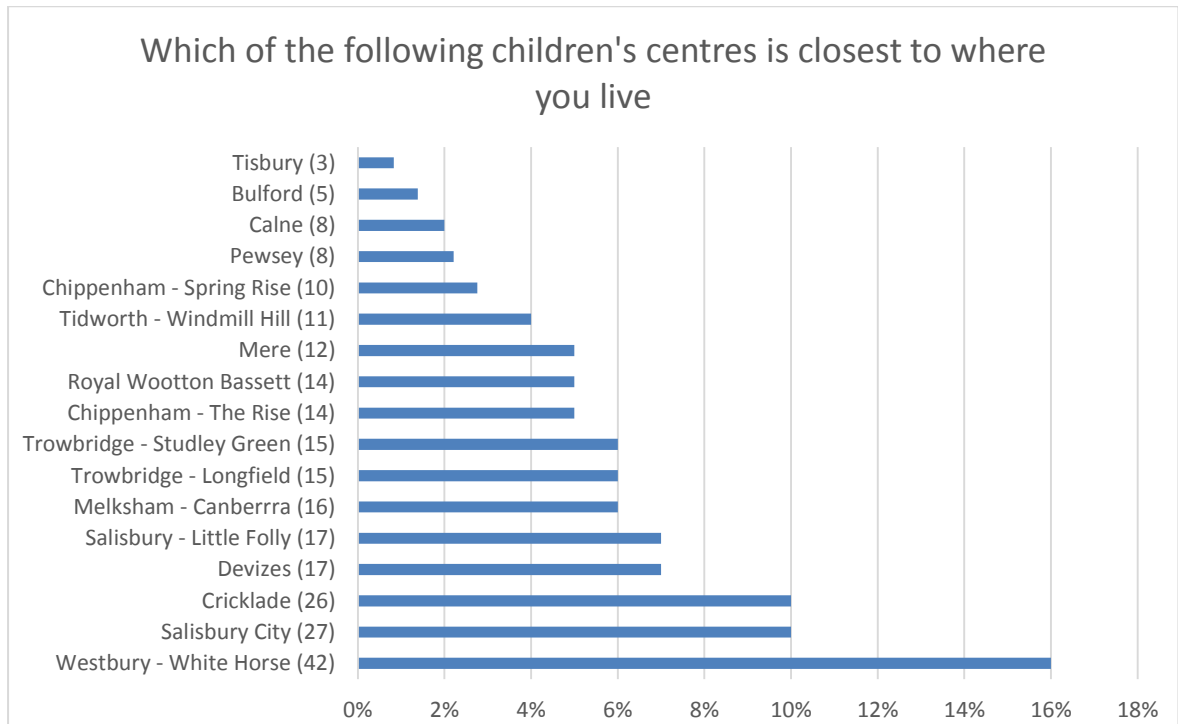


62% of respondents were a children's centre user.

What is your interest in children's centres



Of those who responded 62% were parents with a child under the age of five years old and 56% with children had a child aged two or under. Responses were received from across the county, the chart below shows the breakdown:



Of those who responded 84 made a comment and the following concerns were raised about the change from designated children’s centre buildings to the use of community venues:

Comments on proposed changes	Number of respondents who offered an opinion
Children’s centre buildings provide specialist equipment/ purpose-built venue	19
Children’s centre buildings are a safe space	18
Children’s centre buildings offer breastfeeding peer support	6
Transport will be an issue	3
Redirect money to other resources	4
Retain some children’s centre buildings	3

Comments included:

‘It’s important to have the children’s’ centre as a community building, it has so much specialist equipment that can’t be moved around.’[sic]

‘In communities where children’s centres were closed in 2016 the services are not as visible, and the drop-in facility will be lost ‘you cannot timetable when you are having a bad day and need support’.

‘Children’s centres need a base and an identity of their own...privacy may be lacking in other settings.’

‘The children’s centre is a wonderful venue which is ready made. A lot of money was spent setting up so to discontinue its use seems very wasteful. It has been a lifeline to so many local mothers and families.’

'I think the same dedicated buildings are important but as then proposal closes Salisbury city which doesn't seem to be used for much anymore but keeps little folly open this seems ok.'[sic]

'The money would be better spent on preschools and nursery who see children everyday not dip in and out, and on health visitors.'

'I don't think it matters in which building these services are offered as long as they are still available in Westbury, Cricklade, Pewsey, Longfield, Trowbridge, [sic] Mere and Salisbury.'

Libraries were the preferred venue for providing children's centre activities and the one which respondents would be most likely to attend, along with community halls.

Venue	Number	Percentage
Libraries	156	62%
Leisure Centres	116	46%
Community Halls	151	60%
Nurseries and pre-schools	129	51%
Churches and church halls	125	50%
Schools	90	36%
Cafes and coffee shops	63	25%
Health Centres and GP surgeries	103	41%
Other	31	12%

Of those who responded 'other', 49% (19) said they wanted to use a children's centre venue only. A positive suggestion was to offer services outside 10% (4)

Preferred alternative venues	Percentage of respondents who offered an opinion
Retain children's centres	49%
Outside space/community farm	10%
Cinema/ museum/ civic space	5%
Health Centres/ with Health Visitors	5%
Baby and Toddler Groups	3%
Various comments not relating to a specific venue	26%

'Outside spaces in the summer'

'Disabled friendly locations'

'You need a welcoming smallish and comfortable venue which has resources aimed at children'

There were over 100 suggestions of alternative venues in communities made by consultation respondents, including community centres, cricket pavilions, civic centres, sports clubs and village halls. As well as the previously suggested libraries, leisure centres, church halls, surgeries and schools. At the face to face meeting councillors and community representatives said that they would help to source suitable local venues.

Venue	No of respondents
Children's centre	15
Church	8
Church/ village/ community hall	45
Library	6
School	5
Leisure/ sports centre	3
Scout Hall	1
GP/ health centre	3
Nurseries and Preschools	1

Parents who responded to the impact that the changes would have on their family mostly mentioned that they would have to travel further to a children's centre building. The idea of the changes is to keep services in the community so that families do not have to travel distances to designated buildings. A priority will be to advertise services and reassure parents about the accessible local services. There were also a fair number of respondents who said that it would have little or no impact on them: *'Won't impact too much at all.'*

Impact on your own family	Number of respondents who offered an opinion
Exclude me	3
Travel further	15
Lack of breastfeeding venue	9
More accessible	7
None/ limited	25

Comments included:

'Harder to park, reduced range of onsite facilities such as change facilities: none in libraries as an example, less play space'

'We probably won't attend anymore'

'Unlikely, but I support you finding accessible venues where families don't feel obligated to spend money.'

'May be more accessible'

'I feel it is beneficial for parents to have a local venue that is consistent, non-threatening, accessible and local. Networking is helpful and a drop in centre is useful'

'Dependent on location to whether we would use it or not.'

There were 66 suggestions of other options which could be considered for the delivery of children's centre services within reduced budgets. These will be considered going forward and include:

- Streamline services
- Donations from those that would have the capacity to make a contribution.

- Volunteers
- Facebook and message options
- Parenting support advisors available at school/nurseries
- Hire children's centres out to local organisations, clubs and people
- *'Less stay and play and more targeted and specific services'*
- More e-learning, awareness and more support for vulnerable families
- *'Weekend activities to support working families, potentially with voluntary donation for those who can afford it.'*
- Local fundraisers
- *'There might be a possibility of using students who are training as nursery personnel, nurses, playgroup leaders nannies etc. or on apprenticeship schemes for working with the young.'*
- *'Some services could be means tested'*
- *'Shut the buildings and base a support worker alongside the health visitors so that the families who really need the support have it straight away'*
- *'Good quality web site with lots of useful info to support families and keep people informed of what is available and where to find the services'*
- *'Having clear bases, sign posting and a responsive service. Building accessible hubs makes sense, but only if they are visible'[sic]*
- *'The need for publicity and networking between professionals to ensure vulnerable families/children are identified and supported'*
- *'Funding voluntary sector groups (e.g. sessions run by church volunteers) to fill any gaps in provision'*

Feedback from the face to face events and to the consultation e-mail box highlighted the importance of children's centre services and the impact that they have on the lives of children in disadvantaged families. They are also a vital lifeline to new mums whatever their circumstances, as they offer a non-judgemental environment to help understand parenthood and the challenges it brings.

Engagement with Health Services

The Bath and North East Somerset, Swindon and Wiltshire Local Maternity System Programme Board (BSW LMS) also contacted the Local Authority during this period noting they would like to consult with stakeholders around the possible use of the remaining and community-based venues for children's centre programmes as part of potential community hubs. This vision was articulated in Better Births 2016³ and children's centres offer ideal possible options.

Health Visitors currently use the centre buildings for child health clinics and these can continue to operate in community venues shared with the children's centre as happens currently in Marlborough and Bradford on Avon libraries.

If Health Visiting are expected to hire separate venues that will have a negative impact on their ability to deliver the service. Children's centre services providers will need to work with health visiting to see if services can be co-delivered.

³ <https://www.england.nhs.uk/wp-content/uploads/2016/02/national-maternity-review-report.pdf>

Post Consultation

After the close of the consultation a report was submitted by a Westbury resident, the mayor, deputy mayor and the local councillor and an additional two-page document from Westbury Town Council were received. Despite being late, it was a substantial report, so the ideas have been included in considering the proposals in this report. These late inclusions set out the case for retaining White Horse Children’s Centre. The town has an area which is in the 20% most deprived in the country, therefore will continue to be a priority for children’s centre services. Little use has been made of the building and there are fewer universal services. However, better outreach is being achieved to more vulnerable and disadvantaged families often in their own homes. We recognise that this may present as less activity for all families, but it is enabling services to reach some of the most deprived families who formerly were not attending building based activities. Spurgeons and Wiltshire Council agreed with Westbury Town Council at the consultation event to meet with the Town Council to continue to explore suitable local venues and ensure that activities are well advertised via social media and health visitors (Appendix 5). The overriding ambition of the proposed changes is to continue to work with the more disadvantaged families, to identify their need as early as possible and to support the children to achieve improved outcomes⁴.

Community Venues

Working with colleagues in communities we have identified the following council buildings which are alternative venues for children’s centre services:

Amesbury	Amesbury Library
Chippenham	Chippenham library
Cricklade	Cricklade Library
	Cricklade Leisure Centre
	Jenner Hall
	Smart Zone Room
Malmesbury	Malmesbury Library
Mere	Mere Library
	Grove Building
Pewsey	The Vale Community Campus
	Pewsey Library
Salisbury	Bemerton Heath Centre
	Five Rivers Leisure Centre Salisbury
Trowbridge	Castle Place Leisure Centre, Trowbridge
	Trowbridge Sports Centre
	Medley Room County Hall Trowbridge
Warminster	Warminster Library
Westbury	Leighton Sports Centre
	Westbury Community Hub (when it opens)
	Westbury Library

⁴ Responses were sent to correspondents who submitted emails or reports.

In addition to the above venues children's centre services are delivered in family homes. The following venues are already being used for children's centre services in the community:

Amesbury	Amesbury Baptist Church
	The Redworth Centre
Bradford on Avon	Bradford-on-Avon Library
Calne	Calne Family Health Centre
Chippenham	Central Methodist Church
	Ladyfield Church
Corsham	Springfield Community Campus
	MOD Community Centre, Rudloe
Devizes	St James Parish Rooms
Downton	Downton Baptist Church Hall
Lyneham	St Michael's Hall, Lyneham
Malmesbury	Primary Care Centre
	Riverside Community Centre
Marlborough	Marlborough Library
	Marlborough Scout Hut
Melksham	Forest Community Centre, Melksham
	Queensway Chapel Hall, Melksham
Purton	Purton Village Hall
Ridgeway	Peatmoor Community School
	Blue Bus (from June 2019)
Tidworth	Trinity Hall Tidworth
Trowbridge	Longfield Community Centre
	Paxcroft Community Centre
	Studley Green Community Centre
Salisbury	Friary Community Centre

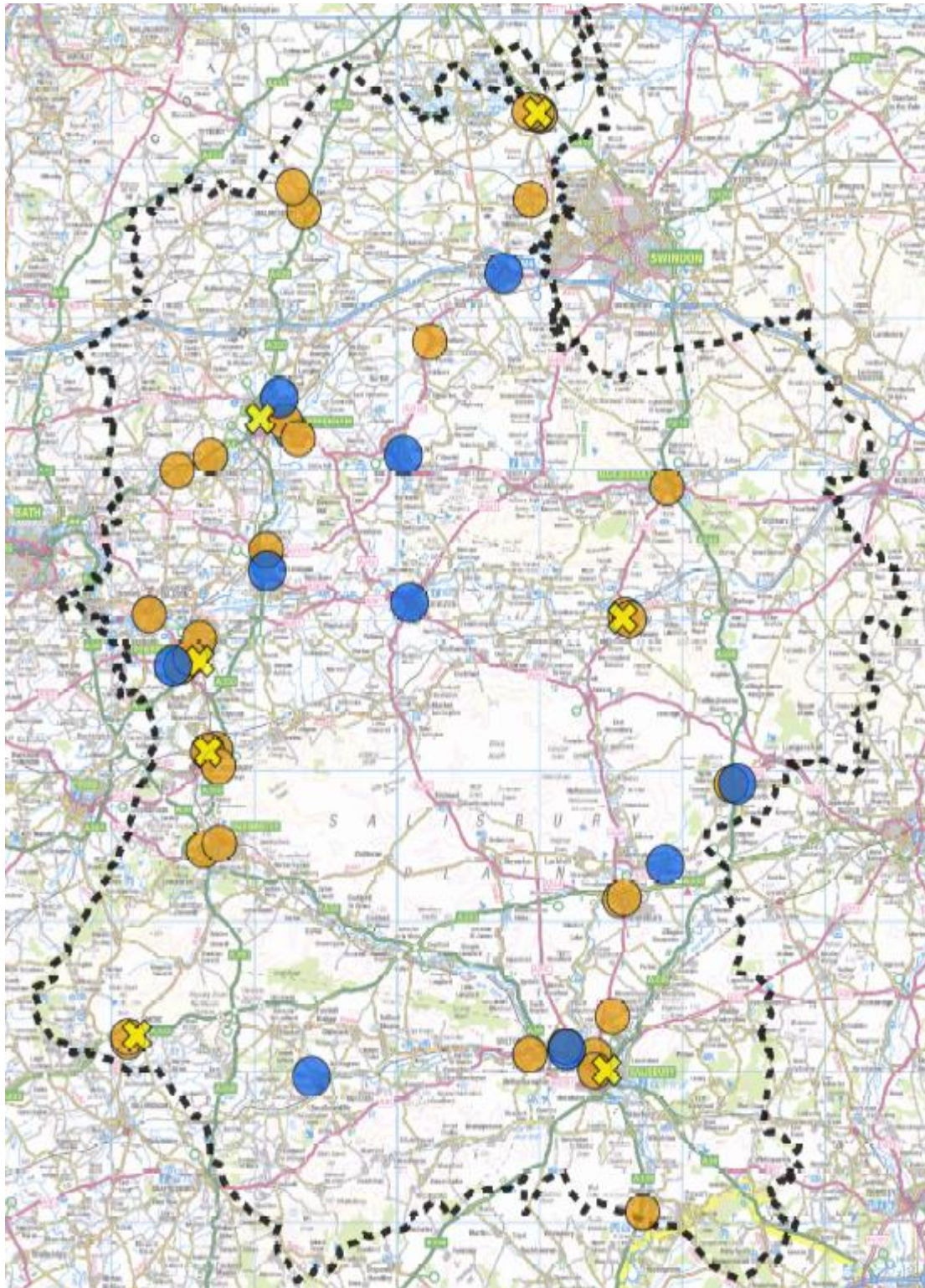
In addition to children's centre services there are many toddler groups in each community area which parents may attend, for instance, in Warminster, there are community toddler groups available every day of the week. Together for Families, a separately funded piece of work by Spurgeons offers support for families through New Parent New Baby course, this was attended by nine parents on two separate courses in Warminster last year. Courses are also run in Westbury and were attended by 19 families in the last year. Other courses have been and continue to be held in Devizes, Trowbridge and Melksham. These are run in church venues with the support of the churches. This work links with volunteer support from the Mother's Union. Baby Bundles have been given to 61 disadvantaged families who need clothes and nappies for their babies. Where there are less community groups children's centre providers ensure that there is an open access (universal) service for families. It is part of the children's centre services' remit to be aware of these local activities and ensure that families are made aware of them via health visitors and other community engagements.

Map showing location of children's centre buildings if these proposals are agreed

Blue dot – remaining centre buildings

Orange dot – delivery in community buildings

Yellow cross – planned de-registered buildings



How the service will look if the consultation results are accepted

The re-organisation will refocus children's centre services to work with families at the earliest opportunity. Services will be accessed in the following ways:

- Both children's centre providers offer a digital doorway to their services. We will aim improve this offer so that families who feel more comfortable accessing services online are able to use it as an initial approach. This will include the wider use of social media.
- Children's centres will be encouraged to continue to work closely with local partners to ensure information about activities and services are widely shared in the community and with voluntary and commercial community providers (e.g. parent and toddler groups, nurseries, soft play centres etc.)
- The Early Help Hub will give early access to families who need support, ensuring families receive the right support at the right time and place, reducing barriers to access and duplication of services.
- Health Visitors will continue to be a primary referrer for additional support.
- Children's centre services will have a tiered approach offering relevant support depending on a family's needs.

In discussion with the children's centre providers the following efficiencies have been identified to ensure frontline services are maintained:

- Closing six of the sites which are underutilised and delivering services in more community settings
- Management rationalisation
- Some reduction in administration staffing costs

Overview and Scrutiny Engagement

5. A Rapid Scrutiny Group took place to discuss the proposal of reducing the number of children's centre buildings. This group was able to specifically explore if there were genuinely alternative community venues, whether the most vulnerable families were benefiting from and would continue to benefit from proposed changes, the scope of outreach, the value of social media as a key part of contacting families, the multi-agency approach to provision, the reuse of buildings, (in the main by childcare providers) and the contractual framework behind the services. The report is attached as a supplement to this cabinet report.

Safeguarding Implications

6. Safeguarding is a priority of both children's centre services contract holders. They regularly monitor cases and work with families at all levels of need from universal through to families who are at risk of breakdown or who are already separated. There will be no increased risk to children and families through these proposals.

Public Health Implications

7. Specialist Public Health Nurses, commissioned by Public Health, deliver a universal service that aims to empower parents to make positive choices to support the health and wellbeing of their family and to identify those families that require additional support. Child health clinics are part of this service and where possible are run in children's centre buildings; this enables easy access to support for families and strengthens relationships between early years practitioners. This model supports the local drive to improve integrated working particularly in the early years at a time when we have the potential to make the greatest difference to children's long-term outcomes.

Children's centre services work with Public Health to deliver Baby Steps courses to vulnerable expectant parents and Mum2Mum breastfeeding support groups in centre buildings. The children's centres also act as a distribution point for healthy start vitamins and vouchers

Procurement Implications

8. There are no procurement implications.

Equalities Impact of the Proposal

9. Children's centre services offer a free accessible service to parents in Wiltshire. Universal services are available in halls and centres that are local to families. Where families live in more rural areas, services can be delivered to their home in the form of outreach support. It has always been the vision of children's centre services to be accessible to all families who need additional support. If there are less buildings, this will not have a negative impact on services to those most in need. All services are affected by access to travel links.

There is an Equalities Impact Assessment attached in the appendices. This evaluation concludes that there is some risk of families being adversely affected by the change to delivering services in the community rather than in designated buildings, but this should be managed by offering home visiting for those most in need and other services in community buildings which should be local to families. There is a concern that child health clinics will not be offered in as many venues as their service delivery is modelled on the use of children's centre buildings. To mitigate this children's centre services providers will work with Virgincare to co-locate child health clinics with sessions organised and run by the children's centre services providers. Staff will have to travel more but this will be offset by reducing the number of buildings that require upkeep. Work will be undertaken to ensure that there is a low to moderate impact on those families with protected characteristics, specifically pregnant and breastfeeding mothers and those in lower socio-economic groups.

The assessment conclusion is that the impact on vulnerable groups is minimal, as the main aim is to bring services closer to these families. Indeed, the aim is to increase engagement with vulnerable families. It is acknowledged that the key risk is linked to the visibility of services which can be interpreted as a withdrawal of services. Communication via social media/ apps and texts (the

preferred method of communication by families) will need to be appropriately invested in.

Environmental and Climate Change Considerations

10. The proposal may result in increased energy consumption involving transport by staff but a decrease in the energy consumption of buildings. It will also give better use of existing buildings getting better value from the investment of heating and lighting in these current buildings. If services are delivered in community buildings near families, there should be a reduction in vehicle use. There are no specific measures required to reduce the carbon emissions associated with the proposal. There are no additional risks relating to day to day environmental management.

Risk Assessment

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

11. There will be a reduction in the number of staff able to deliver children’s centre services if the buildings remain open and there is a budget reduction. If these changes are not co-produced and integrated with a wider engagement in early help, the services may become isolated and disjointed.

There will continue to be a significant number of families living in rural areas that will not be able to access services.

Potentially not using community venues e.g. libraries, would put these provisions under threat as well due to under use of expensive buildings.

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

	Risk	Action to mitigate the risk
1.	Clawback payment of SureStart grant requested by the DfE	Children’s centre buildings will be used to provide support for under fives through childcare, so clawback does not apply. Where the building is not used for under fives the DfE funding was used to make alterations to buildings and these have now exceeded the clawback requirements, so clawback will not be payable.
2.	Without buildings services are less visible to families	There will be an emphasis on the children’s centres developing greater engagement in sharing information about their services in: <ul style="list-style-type: none"> • Public and commercial resources e.g. Libraries, soft play centres, • Cafes and restaurants that families frequent • Social media

		<ul style="list-style-type: none"> Schools and nurseries <p>There will be a focus on partnership information sharing ensuring that all professionals are able to share information about partner services with families.</p> <p>The Community Engagement Managers (CEMs) will help share information.</p>
3.	Health Visitor clinics will need new venues	Health Visitor clinics will be run in venues identified with Health Visitors and linked to the work of the children's centre services. The children's centres and health visiting services are working together to negotiate with local venues which in turn contribute to keeping local services vibrant in rural areas e.g. Libraries
4.	Lack of rooms for children's services meetings with families	Assessments have and are being made in the key towns to use available venues such as libraries and leisure centre rooms as well as sites where parents already frequent. e.g. softplay centres, and parent/toddler groups.
5.	Lack of rooms for midwifery clinics, IAPT sessions, CAMHS sessions	Services have been asked to source their own rooms from their budgets, but in partnership with the children's centres
6.	Possible venue for Maternity Transformation Plan (MTP) Community Hubs will not be available	Conversations with representatives from MTP will ensure that there is a joined-up approach to provision
	These public building will be unused	There has been significant interest from Nursery providers to expand or use these buildings for extra childcare in the area.

Financial Implications (agreed on behalf of the S151 (CS – MT))

12. The planned change in the delivery model for services will result in a saving of £250,000 per annum. This is 7% reduction on the previous contract values.

Discussions with the current providers have taken place in order to achieve the new ways of working with families within the lower contract values through efficiency and service remodelling.

Reductions in service costs were proposed by the providers across management, building costs and admin support. Delivery models will move towards better use of local community venues. The use of local community venues will give greater security to other community provision e.g. libraries and community hubs.

	18/19 Contract	19/20 Contract
	Number of Buildings Utilised	Number of Buildings Proposed
North Area	5	4

East Area	3	2
West Area	5	3
South Area	4	2
TOTAL	17	11

The providers were paying rent to the Council for the buildings. The lost rental income will be replaced in the majority if not all properties because there are a number of childcare providers who are keen to expand into these buildings, giving new childcare provision in the area, increasing the number of small to medium size enterprises (SMEs) and job opportunities in the area.

The period of time for the DfE Sure Start grant clawback arrangements for closing centres has passed and there is no risk of clawback for these leased buildings

Legal Implications

13. The provision of children's centre buildings was restricted to use by children aged 0-5 and their families. If the buildings are closed there could be a risk of Surestart Grant clawback from the DfE. This will not apply if the buildings are used for the provision of childcare and will only apply to capital build project (Longfield, Westbury, Pewsey, Cricklade).

The Salisbury City building will not be used for childcare or the provision of services for children under the age of five. These services will be available in the Methodist Church next door; therefore, Clawback will not be payable.

There is guidance regarding the closure of children's centre services and buildings.⁵ This guidance has been carefully followed to take forward the consultation and the proposed changes.

Options Considered

14. Several options were considered around the future delivery of children's centre services.

Option	Consideration
No change	Funding focused on buildings at a time of financial pressure which should be directed to staffing/service
Reduce Staff	This would result in an inferior service for disadvantaged families
Relocate centre buildings	This would be costly in the short term and not provide any benefits to families
Dissolve the children's centre service	Negative impact on disadvantaged families

5

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/678913/childrens_centre_stat_guidance_april-2013.pdf

Conclusion

15. Children's centre services offer vital support to parents in the early years of a child's life and it is important that this support continues in the most effective way with genuine outreach to families across rural Wiltshire. The best way for the service to continue is to offer programmes in community buildings, homes and venues that families already attend and venues that also support children's development (e.g. libraries) and to close some of the existing centre buildings. This releases funding from building rent and the related costs allowing the remaining money to be directed to frontline staffing. If the buildings were retained, then the providers would need to reduce the number of front facing staff working with families and that would result in an ineffective service that would leave disadvantaged families more vulnerable to poor outcomes. The public consultation around the future use of children's centre buildings was 55% in favour of the proposal to offer services in the community and for investment be made in staff rather than buildings. The Town Council in Westbury feel very strongly that the centre should be retained in the town. If this were to happen it would affect the number of children's centre staff available to work in the community with families.

Respondents have mentioned the importance of the support from children's centre services and their desire for it to continue in an accessible way, this will be a priority of any future service delivery. If services are delivered in the locality where a family live it makes the likelihood of community cohesion greater.

Children's centre staff will continue to work with partners, specifically Health Visitors who offer the universal service to parents in the early years of a child's life, to ensure that services are clearly available and visible to all parents who need them.

It will be very important to liaise closely with Virgincare who offer the health visiting service. Plans are already underway to align services more effectively and to offer more focussed provision for those who are most in need.

It will be appropriate to engage Wiltshire Council library and leisure centre staff, who are forward facing, so that they are able to direct parents to where activities are being held and to available support services. Significantly the role of Community Engagement Managers and Local Area Co-ordinators will be important in working alongside children centre services to ensure comprehensive and varied activities and support in all areas

Social media is a growing resource which is particularly used by younger people, and this will need to be further used to ensure that the messages and information around services are widely available.

As respondents mentioned, the internet and apps are a great resource for parents to initially locate support. The digital doorway and platform currently offered by the providers should be further extended to provide up to date support for parents, this could be linked to Wiltshire Council resources to avoid replication.

Children's commissioning will continue to work with the Families and Children's Transformation Programme (FACT) to ensure that partners work together to develop a range of timely and coordinated support.

Proposals

16. The recommendation of this report is that the Cabinet is asked to make a decision:
- a. To reduce the number of children's centre buildings by six (Cricklade, Longfield Trowbridge, Mere, Pewsey, Salisbury City, Westbury White Horse) and increase use of community venues and focus the work in the community, using space in libraries, leisure and health and well-being centres where possible and practical.
 - b. To consider five of buildings for childcare provision and return to one in Salisbury City to the landlord.
 - c. To work closely with maternal health and community childcare providers to support the choice of future community venues and keep and expand the scope of services to families in the most deprived areas of Wiltshire.
 - d. To work closely with families to utilise social media and community networks to raise the profile of available provision.

Helen Jones (Director - Joint Commissioning)




















Report Author: Lucy-Anne Bryant Lead Commissioner

Date of report: 15 April 2019

Appendices

- i. Equalities Impact Assessment
- ii. Children's centre consultation with final results
- iii. Children's centre consultation graphs and comments
- iv. Westbury Parent Consultation Meeting notes 20190226
- v. Westbury Partner consultation Meeting notes 20199226
- vi. Cricklade Parent Consultation Meeting notes 20190308
- vii. Cricklade Partner Consultation Meeting notes 20190306
- viii. Pewsey Partner Consultation Meeting notes 20190208
- ix. Consultation Response from LMS
- x. Virgincare Health Visiting Response
- xi. 19 02 17 Children's Centre Rationalisation Consultation E-mail response
- xii. 19 03 Consultation Response about Westbury from a resident
- xiii. 19 02 17 Children's Centre Rationalisation Kimmins
- xiv. Children's Centre Services July 2019
- xv. Children's Centre Map future locations
- xvi. Report from Unitary Councillor, mayor, deputy mayor and Nadine Crook
- xvii. Comments from Westbury Town Council
- xviii. Children's Centre Fact Sheets

xix. Letter from Andrew Murrison MP

				
Full Equality Impact Template CCS 2019	Childrens centre final results marked up	childrens_centre_con sultation_2019 graph:	20190226_CC_Paren t_Mtg_notes.pdf	20190226_CC_Partn er_Mtg_notes.pdf
				
20190308 _CC_Cricklade Parents	20190306_CC_Crickl ade.docx	20190208_CC_Pewse y.docx	Childrens Centre Consultation respons	Virgincare Response.docx
				
19 02 17 Children's Centre Rationalisatio	19 03 Children's Centre Response Wes	19 02 17 Children's Centre Rationalisatio	Children's Centre Services July 2019.d	Children's Centre Map future locations.r
				
Report from Unitary Councillor, mayor, d	Comments from Westbury Town Cou	CC fact sheets.docx	J19051 Andrew Murrison MP - Jane	

This page is intentionally left blank

Children's Centre Services Consultation

This is a consultation on changes to the way that children's centre services are delivered which will open on 23rd January and run until 20th March 2019. If the proposals are agreed the changes will take place from 1st July 2019.



Children's centre services in Wiltshire are provided by two charities, Spurgeons and The RISE Trust. Children's centres work with families and children to enable them to have a good start in life, offering support and activities which enable them to become strong families and support them through times of stress and difficulty.

In 2016, we changed the way that children's centre services were offered in Wiltshire to focus on people who needed the most help. This approach has been very successful, and we now offer more provision in the community delivering in local venues and in homes. We will continue to expand on this successful service redesign and, as we need to make further service savings in 2019-20, we will invest in staff rather than buildings. We are proposing that we use more community venues such as community halls, libraries, campuses and leisure centres. For example, the libraries in Mere and Pewsey could be used on Wednesday afternoons when they are not open to the public.

We aim to ensure that those who are the most vulnerable receive the most support at the earliest possible time (Early Support). The table below illustrates this. The blue shading shows where we propose to continue using existing buildings, and the green shading shows where we propose to use community buildings.

Information about Wiltshire Children's Centres

Geographical Area	Children's Centre	Number of individuals attending events (run by both children's centre providers and partners)	% of people participating in a course at the centre building in a year: 4/17-3/18	No of under fives (ONS mid-year population estimate)	% 0-4 of population living in nationally most deprived 30% of areas
North	Calne	719	51%	1328	9.3%
	Chippenham Spring Rise	1129	11%	2410	15.0%
	Chippenham The Rise	751	16%		
	Cricklade	285	8%	1933	9.8%
	Royal Wootton Bassett	1212	24%		
East	Devizes	1278	9%	1484	16.6%
	Pewsey	452	0%	637	0.0%
	Tidworth – Windmill Hill	1853	11%	1903	0.0%
South	Bulford (as part of Amesbury)	1050	32%	2570	2.1%
	Mere	300	19%	240	0.0%
	Salisbury - City	1691	0%	2373	15.4%
	Salisbury – Little Folly	1688	25%		
	Tisbury	306	49%	280	0.0%
West	Melksham – Canberra	1561	11%	1734	11.4%
	Trowbridge – Longfield	1288	0%	2883	26.6%
	Trowbridge – Studley Green	949	9%		
	Westbury – White Horse	886	17%	1154	18.3%

Developing a community based approach will enable children's centre services to continue to work in greater collaboration with health visiting and midwifery as well as with colleagues who support housing and employment, this will be a real opportunity to invest in our multi-agency partnerships. Children's centre services will also be placed more firmly alongside the work of pre-schools, nurseries and childminders. Services in the early years will work more closely together to support the family without duplicating support.

Many families choose to access advice online and so the digital offer of children's centre services will be enhanced.

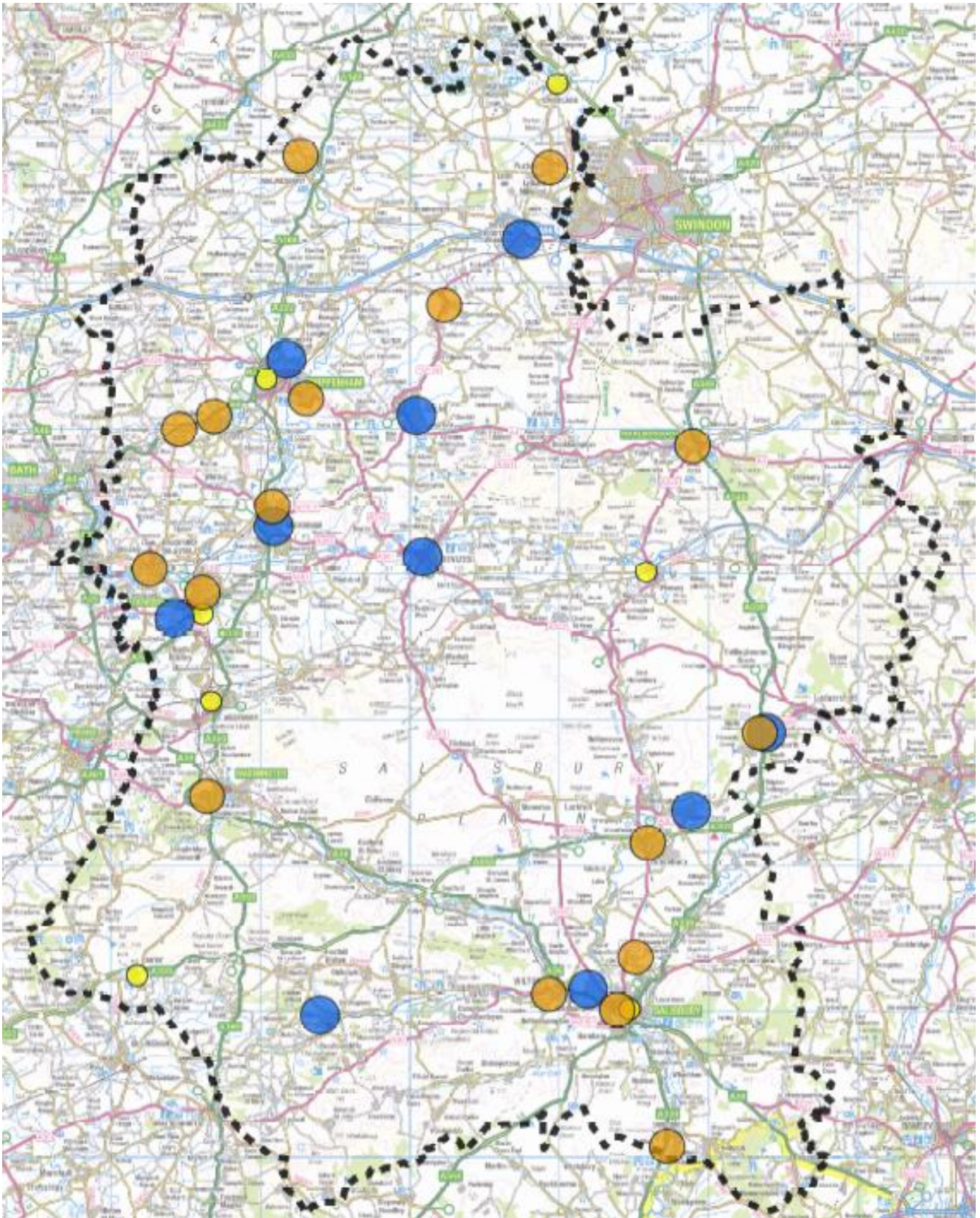
As part of the consultation we are talking to local childcare business/providers, libraries, churches, leisure centres, parish councils and trustees of community halls to firm up options for days and times when Children's centre activities can take place close to people's homes, schools, nurseries and other local facilities. Childcare providers particularly want to use some of the buildings formerly used by children's centres to increase childcare in the area.

Map showing location of children's centre buildings if these proposals are agreed

Blue dot – remaining centre buildings

Yellow dot – proposed local and community buildings

Orange dot – current delivery in community buildings



This table shows the proposed future use of children’s centre buildings

Area	Children’s Centre	Proposed use	Closest Children’s Centre
North	Calne	Use the existing children’s centre building and community venues	Not applicable
	Chippenham – Spring Rise	Use the existing children’s centre building and community venues	Not applicable
	Chippenham – The Rise	Use the existing children’s centre building and community venues	Not applicable
	Cricklade	There are other buildings in the community that are suitable for delivery of children’s centre services. The current building could be used for the expansion of childcare provision.	Royal Wootton Bassett
	Royal Wootton Bassett	Use the existing children’s centre building and community venues	Not applicable
East	Devizes	Use the existing children’s centre building and community venues	Not applicable
	Pewsey	There are other local buildings in the community that are suitable for delivery of children’s centre services. The current building could be used for the expansion of childcare provision.	Devizes
	Tidworth – Windmill Hill	Use the existing children’s centre building and community venues	Not applicable
South	Bulford	Use the existing children’s centre building and community venues	Not applicable
	Mere	There are potentially other local buildings that could be used for activities when needed. We could explore returning the premises to the school or offering to the onsite childcare provision.	Salisbury – Little Folly
	Salisbury - City	There is another children’s centre located in Salisbury. There are other buildings in the community that are suitable for the delivery of children’s centre services. The lease could be surrendered on this building	Salisbury – Little Folly
	Salisbury – Little Folly	Use the existing children’s centre and community venues	Not applicable
	Tisbury	This is only a box room, services will continue to be delivered in the Nadder Campus	Not applicable
West	Melksham – Canberra	Use the existing children’s centre and community venues	Not applicable
	Trowbridge – Longfield	There is another children’s centre located in Trowbridge. There are other buildings in the community that are suitable for the delivery of children’s centre services. The current building could be used for the expansion of childcare provision.	Trowbridge – Studley Green
	Trowbridge – Studley Green	Use the existing children’s centre building and community venues	Not applicable
	Westbury – White Horse	There are other local buildings in the community that are suitable for delivery of children’s centre services. The current building can be used for the expansion of childcare provision.	Trowbridge – Studley Green

We would like your views on how you think children's centre services should look in Wiltshire. You can respond to this consultation in two ways between 23rd January and 20th March 2019:

- **By attending a consultation session in your community area. Your children's centre provider will have details of these.**
- **And/or you can complete this questionnaire online here:**
[Children's Centre Rationalisation Survey 2019](#)

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

If you have any questions please send them to consultation@wiltshire.gov.uk



This page is intentionally left blank

Full Equality Impact Assessment (EQIA)

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

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

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

Please append all related:

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

Page 291

Officers Involved in completing screening	
Officer completing Equality Impact Assessment: <i>Responsible for gathering the information needed for the forms and completing the forms</i>	Lucy-Anne Bryant
Head of Service or Operational Director authorising Equality Impact Assessment: <i>Responsible for ensuring that equality impact of any proposal has been fully considered</i>	Judith Westcott
Date Equality Impact Assessment completed:	28 March 2019

1. Proposal being Assessed	
Title of Budget Option/ Report: <i>Name of the proposed new or changed legislation, policy, strategy, project or service being assessed</i>	Children's Centre Services contract
Service Area and Directorate:	Children's Commissioning, Commissioning
Budget Option:	
Budget Reference: <i>Relevant reference if this screening is being used for a formal budget proposal as part of the budget cycle</i>	12230
Date proposal to be considered at Cabinet (if known):	April 30 th 2019
Is this a new proposal?	Yes
If linked to previous years give details:	
On whom will the policy / decision impact?	<input checked="" type="checkbox"/> Service users <input checked="" type="checkbox"/> Staff <input type="checkbox"/> Other public-sector organisations <input checked="" type="checkbox"/> Voluntary / community groups / trade unions <input type="checkbox"/> Others, please specify below
Brief description of policy / decision to be screened: <i>This needs to be written in plain English so that the public are able to ascertain exactly what is being</i>	Children's centre services are delivered by two charitable organisations in 17 designated buildings across Wiltshire. The children's centre services offer support, signposting and guidance to families with children under the age of

assessed. This should include a brief description of the current service, function, policy and the proposed changes.

five years olds. The service works to improve the health and educational outcomes for their children as well as to ensure parents have the opportunity to be the best parents and that support is offered to improve employment opportunities if appropriate. Wiltshire has a Good Level of Development which is just above the national average but our gap between those children with Free School Meals and other children is above the national average.

There needs to be a budget cut of £250,000 from the annual children’s centre services budget. To enable resources to be directed at the children who are least likely to achieve a Good Level of Development, it is necessary to direct funding away from buildings and to concentrate on staffing. Staff can deliver the services to families in buildings around the community making it easier for families to access in their community or home.

2. Reasoning behind the Proposal

In order to deliver good quality services more efficiently to families we need to shift to offering the services in the community rather than in specific purpose-built buildings in some of the community areas.

An online consultation was launched on 23 January suggesting that children’s centre services be delivered in communities and that six children’s centre buildings were de-designated and offered either for childcare or back to the landlord. The six buildings are Cricklade, Mere, Pewsey, Salisbury, Trowbridge Longfield, Westbury.

Results from the screening

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

Age	Disability	Race	Religion or belief	Gender
-----	------------	------	--------------------	--------

<p>The age profile of carers is as follows:</p> <table border="1" data-bbox="159 325 465 555"> <thead> <tr> <th>Age</th> <th>% of users</th> </tr> </thead> <tbody> <tr> <td>16-24</td> <td>20%</td> </tr> <tr> <td>25-34</td> <td>55%</td> </tr> <tr> <td>35-44</td> <td>21%</td> </tr> <tr> <td>45+</td> <td>1%</td> </tr> </tbody> </table> <p>The service will be accessible to parents with children under the age of five specifically as that is the focus of the contract.</p>	Age	% of users	16-24	20%	25-34	55%	35-44	21%	45+	1%	<p>316 parents with a disability registered 17-18</p> <p>304 families with a disabled child were registered and seen by the children's centres in the past year.</p> <p>We will ensure that children's centres continue to provide accessible sites in compliance with legislation.</p>	<p>Services will continue to be available in the two towns with a proportionately higher registration of ethnic minority groups (Bulford and Tidworth).</p> <p>Services and access to services are not restricted by religion or belief</p>	<p>Services and access to services are not restricted to or by religion or belief</p>	<p>Of those registered at children's centres 97% of carers are mother/ female and 3% of carers are male/ father.</p> <p>This means that any cuts will impact females more than males.</p> <p>Services and access to services are not restricted to or by religion or belief</p>
Age	% of users													
16-24	20%													
25-34	55%													
35-44	21%													
45+	1%													
<p>Maternity or pregnancy</p>	<p>Transgender</p>	<p>Sexual Orientation</p>	<p>Marriage or Civil Partnership</p>	<p>Socio-economics/ at risk groups</p>										
<p>Services are specifically designed to support parents in pregnant and post-natal stage.</p>	<p>Neutral impact</p>	<p>Neutral impact</p>	<p>Neutral impact</p>	<p>27% of registered carers at children's centres are unemployed and 17% are full time carers.</p> <p>Any changes will impact upon those that are unemployed</p>										

3. Making Informed Decisions – Useful Data

- This information is included in the cabinet report

Data Gathering - Summary

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

Profile:	Are any groups disproportionately impacted by the changes (who, how and why):
Age profile:	Are any age groups disproportionately impacted by the changes (who, how and why): Age groups are not disproportionately impacted
Disability profile:	Are disabled people or those with certain disabilities disproportionately impacted by the changes (how and why): Disabled people are not disproportionately impacted
Race profile:	Are any ethnic groups disproportionately impacted by the changes (how and why): Ethnic groups are not disproportionately impacted
Religion or belief profile:	Are any faith groups disproportionately impacted by the changes (how and why): Faith groups are not disproportionately impacted
Gender profile:	Are male/female residents disproportionately impacted by the changes (how and why): Female residents are disproportionately impacted
Maternity or pregnancy:	Are pregnant women or breastfeeding mothers disproportionately impacted by the changes (how and why): One of the service aims is to support pregnant women and breastfeeding mothers
Transgender profile:	Are transgender residents disproportionately impacted by the changes (how and why):

	Transgender residents are not disproportionately impacted
Sexual Orientation profile:	Are heterosexual/ gay/ lesbian/ bisexual residents disproportionately impacted by the changes (how and why): Heterosexual/ gay/ lesbian/ bisexual residents are not disproportionately impacted
Marriage or Civil Partnership:	Are people who are married or who have entered into a civil partnership disproportionately impacted by the changes (how and why): People who are married or who have entered into a civil partnership are not disproportionately impacted
Socio-economics/ at risk groups profile:	Are any groups disproportionately impacted by the changes (how and why): Unemployed groups may be disproportionately impacted by the changes, as the service is targeted at those who are most disadvantaged. The plan will be to deliver services in the community near to families so that no negative impact is experienced.
Multiple characteristics : (e.g. males with a learning disability)	Are there any groups which may be impacted in a cumulative way due to multiple protected characteristics? There will be no impact upon those with multiple protected factors.

4. Making Informed Decisions – Stakeholder Consultation/Engagement

Views From Stakeholder Consultation/ Engagement:

The Consultation Methodology

A press release was made on 23 January announcing the consultation

- An online survey was accompanied by the proposal document
- Links were posted on Twitter and Wiltshire Early Years Facebook page as well as on the Facebook pages of the providers

Spurgeons and The RISE Trust.

- Parents and partners were directly e-mailed by the providers
- Face to face meetings were organised in each of the suggested venues with one for parents and one for partners
- Attendance at Pewsey Area Board
- An e-mail address for comments and concerns
- Maternity and health visiting services were informed directly via e-mail

The consultation was held over eight weeks. A summary of the meetings is below:

Area		Date	Time	Venue
Pewsey	Parents	8 February 2019	9.30am – 11am	Pewsey Children's Centre, Wilcot Road, Pewsey, SN9 5EW
	Professional Partners	8 February 2019	11.30am – 1pm	Pewsey Children's Centre, Wilcot Road, Pewsey, SN9 5EW
Mere	Parents	11 February 2019	9.30am – 11am	Mere Children's Centre, Springfield Road, Mere, BA12 6EW
	Professional Partners	11 February 2019	11.30am – 1pm	Mere Children's Centre, Springfield Road, Mere, BA12 6EW
Salisbury	Parents	13 February 2019	11.30am – 1pm	City Children's Centre, 24 St Edmund's Church Street, Salisbury, SP1 1EF
	Professional Partners	13 February 2019	9.30am – 11am	City Children's Centre, 24 St Edmund's Church Street, Salisbury, SP1 1EF
Trowbridge	Parents	15 February 2019	9.30am – 11am	Longfield Children's Centre, Broadcloth Lane, Trowbridge, BA14 7HE
	Professional Partners	15 February 2019	11.30am – 1pm	Longfield Children's Centre, Broadcloth Lane, Trowbridge, BA14 7HE
Westbury	Parents	26 February 2019	12pm – 1.30pm	White Horse Children's Centre, Eden Vale Road, Westbury, BA13 3NY
	Professional Partners	26 February 2019	2pm – 3.30pm	White Horse Children's Centre, Eden Vale Road, Westbury, BA13 3NY
Cricklade	Parents	8 March 2019	1pm –	Cricklade Children's Centre, Bath Road, Cricklade, SN6 6AX

			2.30pm	
	Professional Partners	6 March 2019	1.30pm – 3pm	Cricklade Children’s Centre, Bath Road, Cricklade, SN6 6AX
Pewsey	Area Board Meeting	11 March 2019	7pm – 8pm	Burbage Village Hall, 58-60 Eastcourt Road, Burbage, SN8 3AJ.

Online engagement:

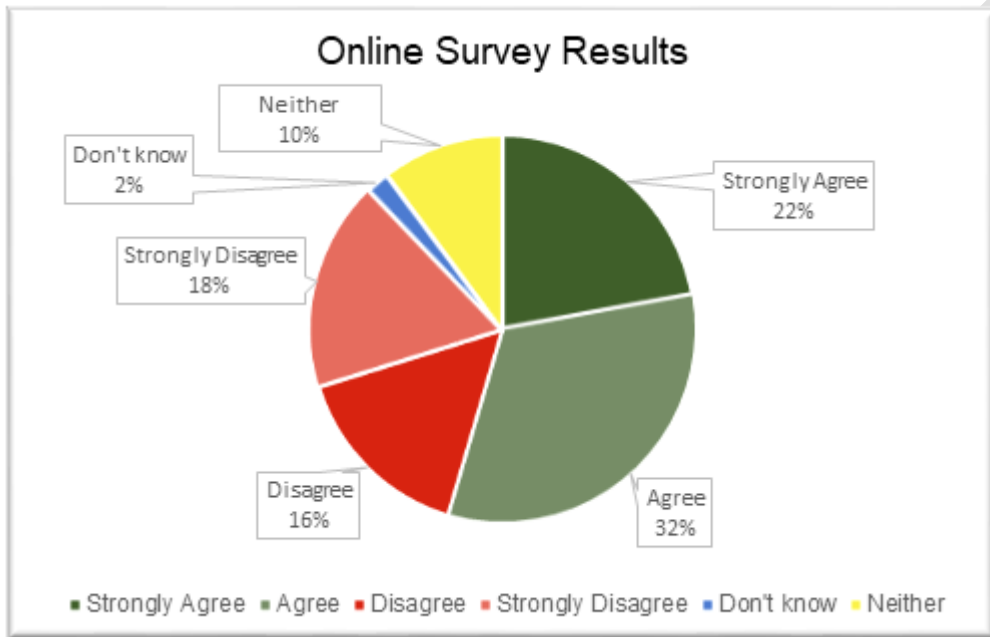
About You	Number	Percentage
A professional with an interest in children’s centres	63	24%
A parent or carer of a child aged under 5 year old	162	62%
A local resident	30	11%
Other	8	3%

Representation was made by:

- Mere Town Council by e-mail
- Pewsey Parish Council (2)
- Westbury Town Council (2)
- Cricklade Town Council (1)
- Local Maternity Services
- Virginicare
- Puddleducks Preschool
- Mere Preschool
- YMCA Bath Nursery Group
- Stepping Stones DSC
- Cricklade Preschool
- Thames Preschool
- Bebetots Nursery
- St Sampson’s School

- Health Visitor
- Local residents (2)
- Parents (9)
- Save our Children's Centre Westbury

Analysis of the online consultation



In summary:
 55% supported the proposal and 34% did not, 12% either did not know or neither agreed or disagreed.

Respondents were asked why they disagreed with the changes, these were the main concerns.

Comments on proposed changes	Number of respondents who offered an opinion

Children's centre buildings provide specialist equipment/ purpose-built venue	19	
Children's centre buildings are a safe space	18	
Children's centre buildings offer breastfeeding peer support	6	
Transport will be an issue	3	
Redirect money to other resources	4	
Retain some children's centre buildings	3	

Views of Service Users and Other Stakeholders - Summary

Consultation replies are available on the cabinet link. All notes of meetings, emails, letters are part of the appendices and presented to cabinet members.

The main concerns were that children's centres provide specialist equipment and are safe easily identified spaces.

5. Overall Impact

Summarise the overall impact on affected groups – Detail the final impact – positive/ high/ medium/low

The assessment of issues and of protected characteristics suggests that overall the proposals will have a low impact on families of young children as they could be more accessible to local communities and specifically families who are in need as the services will be delivered in the home.

6. EQIA Outcome

X No change – continue to implementation

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

Adjust the policy and continue with implementation

Adjust to remove identified adverse effects or discrimination or missed opportunities to promote equalities

Stop and remove

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

7. Mitigating Action Plan

Note when analysis will be reviewed; include any equality indicators and performance against those indicators

Outline activities you plan to undertake to mitigate impact on particular groups?

e.g. hold a weekly meeting with service user group to involve them in the implementation stage of proposal, signposting service users to other services and partnership working.

Issue	Comment	Mitigation	Acceptable mitigation
The consultation methodology	The consultation has followed DfE guidance	None required	
Increased staff travel	Staff will have to travel to more community venues to deliver group sessions.	Reduction in building running costs will offset travel time. This will have a low to moderate risk to pregnant and breastfeeding mums and families of lower socio-economic groups.	
Increased parent/ family travel	Ideally services will be delivered closer to families, thus reducing the need to travel. Some parents will choose to travel to a centre building out of their community area. This	Clear advertising of where activities are located. Good communication with parents and partners. Allow parents the freedom of choice to access available services where they wish.	

		This will have a low to moderate risk to pregnant and breastfeeding mums and families of lower socio-economic groups.	
Location of equipment and toys	Equipment and toys will be transported to community venues to offer a supportive environment for families of young children where group activities are organised.	Equipment that is no longer required will be offered to not for profit groups in the local community. This will have a low to moderate risk to pregnant and breastfeeding mums and families of lower socio-economic groups.	
Lack of visibility of children's centre services	Lack of a building will make it more difficult for families to know where to go to access support and services.	Clearly advertise groups though Facebook and other social media. Keep partners up to date on which services are being offered and where. This will have a low to moderate risk to pregnant and breastfeeding mums and families of lower socio-economic groups.	
Lack of information on location of services	Parents/carers will need to know where services are located in order to attend them. A variation in venues could be disruptive and unwelcoming to parents/carers	Use social media to promote venue location to parents and carers. This will have a low to moderate risk to pregnant and breastfeeding mums and families of lower socio-economic groups.	

Lack of community venues	There may not be suitable venues in some communities	Children's centre staff will work with Wiltshire Council staff and the community to offer services in suitable local venues.	
Virgincare will have to fund their own facilities	Virgincare have a limited budget with which to provide all of their services. The model of delivery of child health clinics was designed around free use of children's centre buildings, there is no budget allocation for room hire	Children's centre services providers will work with Virgincare to offer access to co-locate alongside children's centre groups. Children's centre services providers will not be able to fund separate venues for child health clinics. This will have a low to moderate risk to pregnant and breastfeeding mums and families of lower socio-economic groups.	

The plan must provide detail on the activities and dates for it to ensure compliance with the Public Sector Equality Duty.
The plan can be updated any time with information that becomes relevant as you move through each stage of your proposal.

Action	Anticipated Outcome	Lead	Deadline	Actual Outcome	Comments
Consultation events as described above	Views will be heard. Families and partners are engaged in the aspiration of the project. Those who continue to disagree will feel that they have had the opportunity to express their views.	Lucy-Anne Bryant	March 20 2019	There has been a consultation with face to face sessions in each of the proposed venues.	Concerns raised from the Westbury area

Suitable venues are sourced with Virgincare for Child Health Clinics	Suitable venues are sourced in Salisbury, Mere, Pewsey and Cricklade	Lucy-Anne Bryant	July 1 2019	Work is still being undertaken to identify venues	It will be important to ensure that the hiring of venues does not have a negative impact on the budget of the children's centres.
Ensure that there are sufficient community venues available to offer services	Community venues will have been identified through work with property services in Wiltshire Council and local knowledge from the town and village councils.	Children's centre services providers	July 1 2019	Work is still being undertaken to identify venues	
Ensure that there is limited increase in travel for parents	Less travel for disadvantaged parents as services will be made available in their community	Lucy-Anne Bryant with children's centre services providers	Post implementation		
Ensure that location of equipment and toys is suitable for the events that will be run.	Toys and equipment will be moved to community venues for the provision of sessions	Lucy-Anne Bryant with children's centre services providers	Post implementation		
Ensure that children's centre services remain visible in the communities, especially where	Clearly advertise groups through Facebook and other social media. Keep partners up to date on which services are being offered and where.	Children's centre services providers	Post implementation		

there is no designated building					
Ensure that there is sufficient information on the location of services	Clearly advertise groups through Facebook and other social media. Keep partners up to date on which services are being offered and where.	Children's centre services providers	Post implementation		

8. Next Steps

Are there plans to provide feedback to the groups or people that have been consulted in preparing for this assessment?	Feedback will be available to groups that were consulted on after the Cabinet meeting on 30 th April.
How is it proposed that the Mitigating Actions Plan will be monitored?	Action Plans will be monitored by the steering group.
Has the assessment been included with Cabinet papers?	Assessment will be included with all relevant papers
Has a review date been identified to revisit this assessment to consider if there has been a significant change in circumstances?	Review will take place after the Cabinet meeting

Officers Involved in Completing Screening

Officer completing Equality Impact Assessment	Lucy-Anne Bryant
Date submitted	27/03/2019
Head of Service or Operational Director sign off	I agree with the content and outcome of this Equality Impact Assessment

Date approved by Head of Service or Operational Director	Helen Jones
--	-------------

Criteria	4 is high negative impact, 0 is low negative impact	Likelihood	Impact	Combined score	Residual Likelihood	Residual Impact	Residual Combined Score
Legal challenge to the Authority under the Public Sector Equality Duty.		1	2	0	0	0	0
Financial costs/implications Directly relating to the project		1	1	1	1	1	1
People impacts considered in the report and the EIA		1	1	1	1	1	1
Reputational damage There is a petition and limited news coverage of the proposed closures		2	2	4	1	1	1
Totals				6			3

Children's Centre Services Consultation 2019

This is a consultation on changes to the way that children's centre services are delivered which will open on 23rd January and run until 20th March 2019. If the proposals are agreed the changes will take place from 1st July 2019.

How we use your data

For the purposes of this survey Wiltshire Council acts as the Data Controller and by answering this survey you have given consent to the Council to process your personal data for the specific purpose of Market Research. All your answers will be treated with the strictest confidence and your personal data will not be shared with third parties outside of the Council. Any reports made public will be anonymised so that no individual can be identified. For further information about how Wiltshire Council uses your personal data, including your rights as a data subject, please see our Privacy notice on the Wiltshire Council website

About you?

Q1 Are you a Children's Centre user?

168 Yes

93 No

Q2 If you have children, how old is your youngest child?

60 Under 1 year old

40 1 year old

44 2 years old

14 3 years old

16 4 years old

29 5 years or older

54 Not applicable

Q3 Are you?

63 A professional with an interest in Children's Centres

162 A parent or carer of a child aged under 5 years old

29 A local resident

8 Other

A survey on changes to childrens centres and their locations

- Q4 Which of the following Children's Centres is the closest to where you live?
- 8 Calne
 - 10 Chippenham Spring Rise
 - 14 Chippenham The Rise
 - 26 Cricklade
 - 14 Royal Wootton Bassett
 - 17 Devizes
 - 8 Pewsey
 - 11 Tidworth – Windmill Hill
 - 5 Bulford (as part of Amesbury)
 - 12 Mere
 - 27 Salisbury - City
 - 17 Salisbury – Little Folly
 - 3 Tisbury
 - 16 Melksham – Canberra
 - 15 Trowbridge – Longfield
 - 15 Trowbridge – Studley Green
 - 42 Westbury – White Horse

The Proposal

We are proposing to change where some children’s centre services are offered from permanent bases to community buildings.

Children’s centre services will continue to work in collaboration with health visiting and midwifery as well as with colleagues who support housing and employment. Children’s centre services will also be placed more firmly alongside the work of pre-schools, nurseries and childminders. Services in the early years will work more closely together to support the family without duplicating support. Many families choose to access advice online and so the digital offer of children’s centre services will be enhanced.

- Q5 Do you support the decision to offer children’s centre services in the community and therefore invest in staff rather than buildings?
- 58 Strongly Agree
 - 85 Agree
 - 27 Neither agree nor disagree
 - 41 Disagree
 - 45 Strongly disagree
 - 5 Don't know

A survey on changes to childrens centres and their locations

If you disagree in any way can you say why? 91

Q6 When using community venues which of the following would you most like to attend for children’s centre activities. This will help us to explore the best venues for your community. Please tick all that apply.

- 156 Libraries
- 116 Leisure Centres
- 151 Community Halls
- 90 Schools
- 129 Nurseries and pre-schools
- 125 Churches and church halls
- 63 Cafes and coffee shops
- 103 Health centres and GP surgeries
- 31 Other

If you said other can you please say? 39

Q7 Thinking about your local area, can you suggest a specific venue that would be suitable for children’s centre events?

169

How the changes might impact on you

Q8 Looking at the supporting information showing the proposed future use of the buildings, how do you think the changes will impact on you and your family?

181

Q9 What other options do you think could be considered for the delivery of children’s centre services within reduced budgets?

137

Thank you for taking the time to undertake this survey.

This page is intentionally left blank

A survey on changes to childrens centres and their locations

A survey on changes to childrens centres and their locations

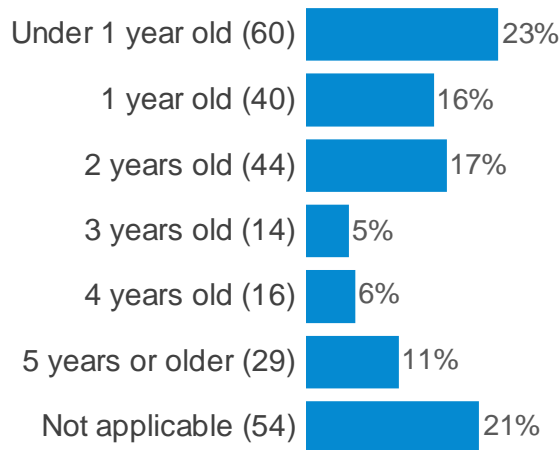
This report was generated on 26/03/19. Overall 262 respondents completed this questionnaire. The report has been filtered to show the responses for 'All Respondents'.

The following charts are restricted to the top 12 codes. Lists are restricted to the most recent 100 rows.

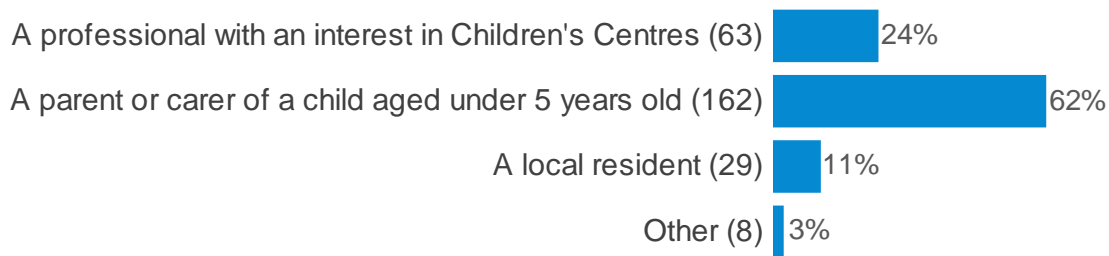
Are you a Children’s Centre user?



If you have children, how old is your youngest child?

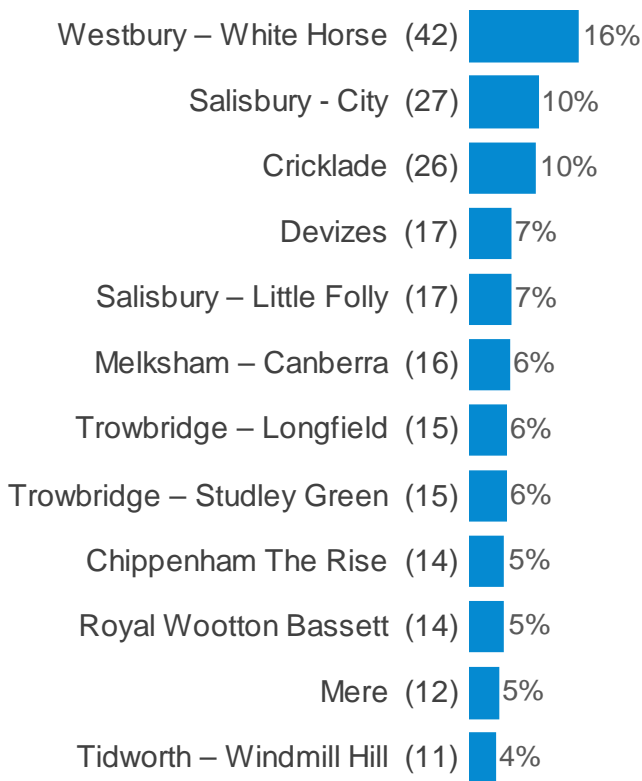


Are you?

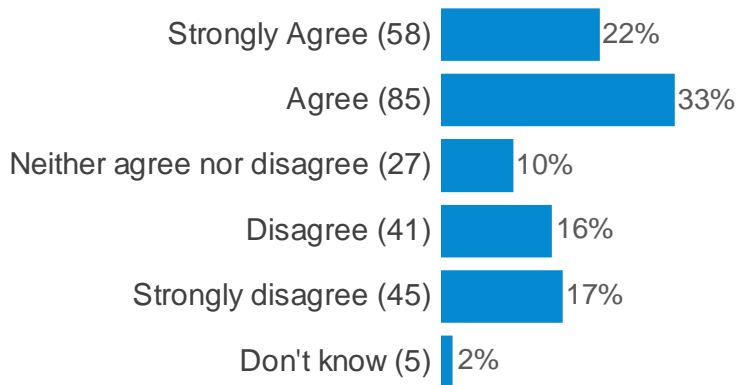


A survey on changes to childrens centres and their locations

Which of the following Children's Centres is the closest to where you live?



Do you support the decision to offer children’s centre services in the community and therefore invest in staff rather than buildings?



(If you disagree in any way can you say why?)

Transport

It's important to have the childrens' centre as a community building, it has so much specialist equipment that can't be moved around.

specialist equipment/facilities within cricklade CC, you can move health visitor services but what about everything else that takes place at the centre?

Mom goes to children centre to get breastfeeding support

A survey on changes to childrens centres and their locations

(If you disagree in any way can you say why?)

Children’s centres are currently equipped with a large smith of play/ sensory equipment. Where would this be stored? Or would it be lost? How would we supply play equipment to groups if they were held over a variety of different locations? I run a breastfeeding support group, but we use a large amount of the play kit at the centre. Can’t inagine people would attend a stay/ play session that had a “pop up” location and no toys!

Children’s centre provides the environment suitable for young children. If held in somewhere like a library or hall it won’t have the set up for young children

This has already happened in Malmesbury, and the services seem to be much less used, and I've met many parents who miss the "safe space" provided by the Children's centre. A purpose built building was much better for the services, in terms of having everything needed to hand. In Malmesbury the building currently being used by Rise groups is ok, but far from ideal for many of the groups, in my opinion.

The centres provide tailor made spaces for the staff, parents and children. Timings of groups are based on the need of the customer and not slotted in with other groups. I fear if groups had to use community spaces they would have to work around that centre and the other activities going on which would impact on the running of these services.

The question if very leading. Not sure who designed the questionnaire but there are two questions here, not one! Of course people believe in investment in staff, but really to use the existing buildings for childcare delivered by EY practitioners is not the same as supporting parents and children TOGETHER. Having a building/a centre to go to permanently is important. The Govt's childcare agenda to get more parents working longer hours is already backfiring with rise in mental health amongst ever-younger children.

The centres are far better equipped than any other community spaces and are the perfect location for groups such as the breastfeeding groups to run

CC's are purpose built so fill the need perfectly

The children’s centre is a safe space to attend

Families need to know where they can go to get support and have a safe, secure, and permanent place to receive that support. Children’s centres are already located in community venues.

However, I am not sure how communication between professionals will be maintained

Given the growing population of Melksham, more, not less, venues are needed. You need to invest in both staff & buildings. This question is weighted ref comment re staff rather than buildings.

I used to be a regular children’s centre user-after the last consultation and after Spurgeons took over I have stopped using it because it has been made unwelcoming and inaccessible to people who are not considered to be vulnerable. The purpose of children’s centres when they were set up was to provide a service for all parents with children under the age of 5, the children’s centre in Mere no longer does this. I would suggest that all new mothers are potentially vulnerable to many different things that might not be known about or spotted-when the children’s centre had the building in Mere 5 days a week it was run on a drop in basis and it was a haven for new mothers who sometimes just needed to get out of the house and wanted somewhere to go-there are plenty of baby/toddler groups already in the area-the thing that made the children’s centre stand out was that it was always accessible, it isn’t any longer and getting rid of the building will make this worse.

There needs to be more locations for families to access ASWELL as staff

Dedicated buildings are able to provide a safe learning environment that may be lost in more communal areas however more staff would increase the help available

Poorly paid staff can’t replace specialist venue access

The building I use has a sensory room and lovely playrooms

City is a vital children’s centre for Salisbury. The sensory room is a wonderful resource. The hv ran my weaning workshop at city. Folly is great if you drive or live in Bemerton heath but that is not the case for everyone.

A survey on changes to childrens centres and their locations

(If you disagree in any way can you say why?)

We like our centre as it is a safe place for us to go and be secure

I think the some dedicated buildings are important but as then proposal closes salisbury city which doesn't seem to be used for much any more but keeps little folly open this seems ok

Its always been nice to be able tomgonto a childrens centre any time and spend time there. Justbgoing to play or use the sensory room. No groups sometimes. Just to be able to go and use the toys etc anytime. Bring back Wiltons one.

Moving from Salisbury City Centre would disadvantage those who pop in when in town or access services at the centre of the city - the central hub of the Salisbury Children’s Centre and the most visible. Moving to Little Folly is to a less visible, less accessible location with high probability of less user engagement. I have used Salisbury City Children’s centre many times. I have used Little Folly once, found it hard to find, went to the wrong place, stopped to ask for directions and arrived very late. City site should be kept open.

Vulnerable mothers/children need a space to go which isn't a 'public' space. They need a dedicated place where they can access support in privacy and outside of set 'clinic' times.

It's easier to know where to go, what time etc

New parents need to know where to find support, the Children’s Centre building is the obvious place to go, if it's not there they might not know where to find the support.

Where are they proposed to be at the moment there is one very small centre for parents and children to access at limited hours. People living in suburbs from the city centre have no access and if parents choose not to send their child to a nursery or child minder how is it proposed these services will be accessible to those who will need them?

Whilst it is nice to do more in the community, I would hate to see our centre close to accommodate this as it's a great source of support and a place to meet like minded parents

Children's Centre venues are set up and equipped to run the services they provide. Community venues (libraries, halls etc) do not have the same facilities e.g. Only large adult tables and chairs, no catering facilities, no privacy for breast feeding mothers or cold halls for baby clinics. A Centre provides a hub so that nervous first time mothers can access help easily, and that the close working environment provided by the venue as a hub means that corners about wellbeing and safeguarding are picked up promptly and dealt with swiftly; with community venues vulnerable parents and children could slip through this net and be missed.

The sensory room is an essential free indoor resource. The Westbury centre needs an administrator to man the centre so that it can actually be used. I don't think this could be recreated properly in a community centre.

These won't be as accessible or have the permanent features such as the sensory room

The service will be used less and will ultimately have an impact on how vulnerable families are supported, risking an increase in costs to the public purse.

Community venues have their uses but important also for staff to have a base and also for community to have a known place to go. Permanent venues can be community hubs for a variety of activities. Their loss is of detriment to the community they are based in.

Invest in staff and buildings. This question is worded in a leading way.

The footfall in the children centre give parents and carers a outlet either social and if asking for help. More likely to ask for help from children centres than health visitor especially with the staff issues

Fails to recognise mental health needs of families not on low income

The groups that run are good at the children’s centres because there are safe rooms with toys and facilities that wouldn't be there in other venues

I would feel uncomfortable going to more public locations. I feel safe at the current location and so do my children.

A survey on changes to childrens centres and their locations

(If you disagree in any way can you say why?)

Since Corsham children's centre closed, we saw a massive reduction in support and activities for families with young children in Corsham with very little being delivered in the community as promised. The former Corsham children's centre was a lifeline for many first time parents like me, and without this central community based hub, families no longer have the same regular access to quality support on their doorstep. It is not viable for many people to travel to Chippenham and we saw very little being delivered in community settings - the drop in facilities at the old children's centre were vital, as you can't timetable when you are having a bad day and need support.

The money would be better spent on preschools and nursery who see children everyday not dip in and out, and on health visitors.

Impact on children not enough to justify the money spent. Shutting them and redirecting money to more direct services is of more benefit to all children.

The lose of the Wilton children's centre has had a huge impact on a number of families. Yes, staff are essential but running one session per week instead is not a sufficient alternative to people who depend on the support that these familiar sessions provide.

Won't renting facilities end up being an expensive option if we get rid of our buildings?

Children's centres offer a purpose built environment which is suitable and have facilities for young children. More often than not (Malmesbury for example) community buildings are hard to source and often unsuitable for the purpose. It can often mean that the services such as breastfeeding peer support become unavailable during the school holidays. The breastfeeding support group is crucial for women all year round. On malmesbury we have found it hard to build a regular group of mum's because the building we useisnt particularly suitable, child friendly or comfortable but it has proved impossible to find a suitable alternative. We have settled for the best of a bad bunch. Also, often privacy is required and community buildings often cannot

Safe place to go and see health visitors / use facilities

Families rely on the centres as a point of interest-a go to Centre

Important to have a go to place that parents can drop in anytime and visit knowing that is always available nd a safe space to go/visit.

I think the centers offer a place to go which is always set up and ready to go for groups and information and services, it would be a shame to see these centers go, I go to my local children's centre every week and have done with both my children, I think the groups and facility they offer is amazing and the staff are great to. I understand Bulford will not be affected by the closure so that is good news. Bulford has a great outside area which my son really enjoys and it is safe and enclosed, if centers are closed I don't think children would get the same experience in a library for example or village hall as they do in a purpose built children's center with access to lots of different equipment and activities.

You are trying to save money but venues are scarce. Wilts Council officers always looking for free venues to run their services. Venues are important for communities. Good to have a permanent base for such services that everyone knows about.

As a vulnerable family and a parent with autism, these familiar centres are crucially important to me and my family. Having autism means accessing places is very difficult for me. From planning and familiarising myself with the journey route, the parking, the place itself. It has taken me years through both my children 8 and 1 years to find this a comfortable environment to access support and services. The community spaces listed below a lot of them are very busy open community spaces which would create a sensory overload for me.

Can security be guaranteed in other public buildings? Children's Centre buildings can be reviewed as to safety measures in place (eg to stop children wandering out or the general public wandering in.

It is important to have a fixed venue in the area of greatest need which we have in Westbury.

My experineces of community health visitors (and to a lesser extent midwives) has been poor. I have found them disorganised and unable to offer the same services that the children's centres can.

I loved the groups run from the children's centre

A survey on changes to childrens centres and their locations

(If you disagree in any way can you say why?)

Because children's centres are vital! They give a meeting place and classes for new parents

I feel we dont need building and as much community engagement as it not offering support to the families we really need to reach and any evidence we have shows this. Parents with young children do not want to engage in service that don't directly impact on their children and the lack of interest in training shows this. The recent information on what parents are struggling with and need show its support with weaning, toilet training, behaviour etc.and that point to more health visitors.

the provision in Corsham has greatly reduced since the CC closed a few eyars ago. much harder to access for young fmaileis and harder to make connections with staff if they are not in one particular place

Studley Green CC is the least accesible to families in Trowbridge. Bellefield CC was closed down, Longfield is now the most central for parents who drive, use buses or have to walk.

While it is important help reaches where it is needed in the community, if people know there is somewhere safe and welcoming that is dedicated to their needs it can be much more reassuring. People who don't obviously need help may miss out because they don't fall into the target demographic but would greatly benefit from having a dedicated space where they can attend small groups and make new friends; whereas this is less likely to occur in larger groups or on an individual basis.

Marlborough children’s centre was very well supported before the building was close. Residents from Marlborough need to get a bus to Pewsey and residents from local villages need to get two buses,

Having a specific venue allows volunteer groups a place to create a group if no staff can be paid at that time. Having the space allows those families that need physical contact and support rather than just faceless online help.

I am not sure how you are going to have 'services being placed more firmly alongside the work of pre-schools...and childminders.' Our local Children's Centre is an excellent resource for us Childminders, several of whom look after disadvantaged 2 year olds. My fear is that we will be edged out, when the provision is so useful for the children and us.

I think the childrens centre is a wonderful space that people could get the a lot out of, because it is free to use, it is fully equipped for all children from age 0-5, and it feels like a safe, open and non-judgemental, helpful space. Many community buildings and community run activities can become cliquey, or tailored to a specific age range, even if that is unintentional.

While providing services in the community at places like toddler groups etc is a good idea i feel there should still be centrs available that act as a central hub where people can access help and support when needed. Somewhere people could drop in to find out further info about where the workers will be or to arrange appointments.

Children's centres need a base and identity of their own. If they share facilities of other services and therefore only operate on certain days or hours, it limits the accessibility of the service. Privacy may also be lacking in other settings.

The children’s centre is amazing. It’s perfectly equipped for different children and baby groups. It was an absolute lifeline when I was a new mum and continues to be somewhere I can go to for groups, support, companionship. It has helped me bond and recover from low mood/anxiety post natally. Please don’t remove the centre. Please allow other mothers this essential lifeline.

I believe that a centre for people to come and meet and access help is so important

There need to be more bases. There are none in Warminster making new mothers feel isolated. Because it makes it more difficult to determine a point of contact.

A survey on changes to childrens centres and their locations

(If you disagree in any way can you say why?)

It's important to have a building the community where everyone can meet and feel safe socialising with their children. Parents need somewhere they can go on a weekly basis to seek refuge and support. Without common ground mothers especially will be at a higher risk of depression. New mums especially are vunrable and emotional, they need a nuturing safe environment they can go to weekly to meet other new mothers and form positive relationships to help them through the challenges of raising a child. Vunrable mothers won't ask for help. They need a sanctuary to go to as and when they are ready to reach out for help. Somewhere they can see other mothers interacting with their children. Exposing them to good practice.

The children's centre is a wonderful venue which is ready made. A lot of money was spent setting up so to discontinue its use seems very wasteful. It has been a lifeline to so many local mothers and families. As a teacher we see so many disadvantaged children in school and these children are not just from the vulnerable families that need support. All families need help with parenting.

A dedicate children's center is an important focal point for children and mums to socialise and learn new skills. Non dedicated buildings will always be compromised in the facilities and specialist equipment they can store.

At a recent meeting of the Town Council, both individual Councillors, Residents and family members cited how valuable the Centre and Staff have been. Residents have found it very valuable and disagree with it closing. People cannot travel to Wootton Bassett

I can see both sides of the case. Investing in a bespoke building allows toys, equipment etc to be left in situ which makes the facility a better option as easier for staff and users. Packing up, setting up takes time and of course, time = money. Removing the centres and using local community space saves money but adds time - and also takes away the bespoke nature of the Childrens Centre...I support investing the often limited funding in the best way with optimal outcomes.

It is important for service users to know where they can go to access support and that support is available to any parent with young children not just those who are deemed to be needy enough. I believe closing centres will negatively impact this.

Children's centres are vital for families in Wiltshire. Having a place to go for playgroups, first aid training, Springboard and support are needed in a building purpose built for these needs, a familiar environment for our kids and a place where people can meet (staff included). I think this is another ill-thought through proposal by Wiltshire Council. It's letting down families and young children who need support in the early stages of life. This is so disappointing and I oppose these plans. Wiltshire Council should be ashamed of themselves!

Children's centres present a safe accessible location for Breastfeeding support

I've noticed a massive decrease in the amount of support I could get between having my daughter in 2016 and my son in 2018. Whilst I've appreciated many of the online services, I felt reassured by the presence of many of the support services at children centres. Now it feels like these face to face services have been severely reduced. As someone who is not confident going to new venues, or meeting new people, I struggle when I have limitations on when and where I can access support. For example, I haven't felt able to attend a health visit clinic session.

To provide our children with the best start we need to invest in people AND buildings. Travel is a major problem in this area , both public transport and volumes of traffic in general.

I believe that there should be equal focus on the building,providing a better delivery of service, and staff. There have been far too many childrens centre closures as it is

I don't think it matters in which building these services are offered as long as they are still available in Westbury, Cricklade, Pewsey, Longfield, Trowbridge, Mere and Salisbury.

I think that the question options are loaded to favour closure of buildings. A local concerned mother has said that of course we actually need both people and buildings.

A survey on changes to childrens centres and their locations

(If you disagree in any way can you say why?)

The childrens' centre is much more than just a building - it's a hub for new mums to access support with drop in access to health visitors, weigh ins and the sensory room, which is a fantastic resource. In the early days I attended the children's centre with my son on a weekly basis. Removing this resource isolates new mums by robbing them of a safe space for them and their child.

I believe there should a central point for people to recognise as being about children in eah community. This doesnt necessarily need to be a childrens centre but there needs to be somewhere people can go face to face rather than spend money on using community hubs. Especially in westbury where we dont have a central point such as a campus. It needs to be somewhere people can pop by to find information as not everyone has the confidence to call or knowledge where to find it on the internet. Support should be there for everyone not just those who have been deemed in need.

If you invest in staff instead of the buildings there will be no buildings for the staff to actually be in. I cannot travel to another location so this would greatly impact on me and my newborn.

Because its empathy promises yo move them to other sites! We have a perfect building that has an amazing sensory room, it should not be cut just to save money the council will waste elsewhere!

This is a completely biased and leading question. This question should invalidate the questionnaire. I'm sure that most people responding to this questionnaire would value staff over buildings, so the council will get the responses it hopes to get! If we are genuinely being consulted we should also be given the option of investment in both staff and buildings. I would like to see the Children's centres remain open and staff jobs protected. Westbury is already 6 miles from where I live in Warminster, if it closed my nearest centre would be a 25 minute drive away in Tisbury or Trowbridge. We access Westbury's centre for the breastfeeding support group (as I cant attend the one in Warminster on a Thursday), the sensory room, and attend Little learners group in Westbury. Westbury's centre is also in an area of high deprivation (in the top 20% of most deprived areas in the UK) it needs the centre there so that the most vulnerable families in need of help can access it.

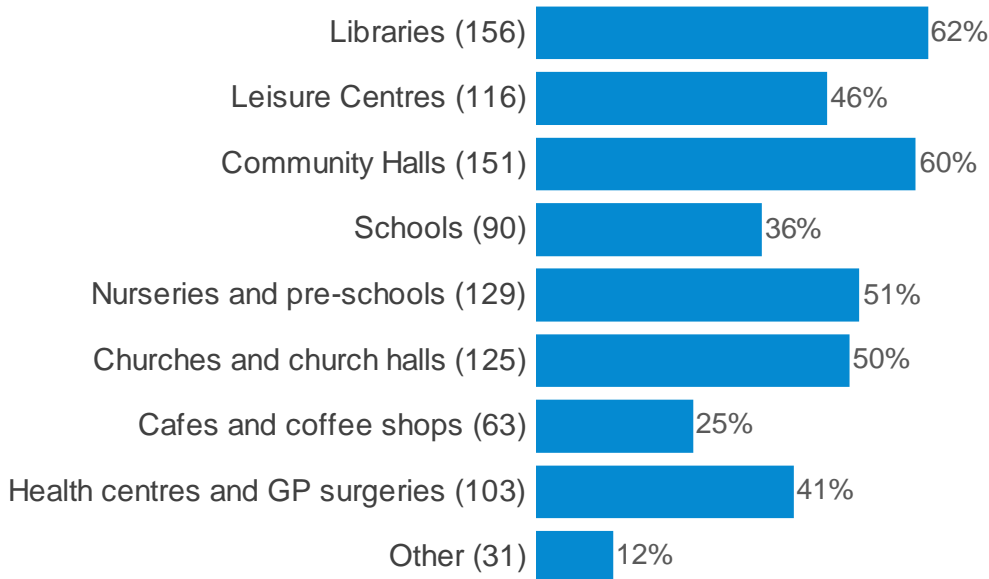
Warminster closed and all the services disappeared. I don't want this to happen in Westbury too.

Because without the buildings there is no children's center! Don't make questions complicated to try to get people to answer however YOU want them to. It's dishonest.

The centre in Westbury was invaluable to me at different stages of my children's lives. Firstly when my twins were born it gave me somewhere to go to get me out of the house and socialise with other adults (other parents and staff at the centre). It was local, welcoming and free. When I needed advice about child care I sought this from the staff there. When my twins were a bit older they thoroughly enjoyed the 'stay and play' sessions. When my third child was born the mum-to-mum breast feeding group gave me the support I needed to continue breast feeding in the early weeks and provided a weekly group that me and daughter could attend and socialise and support others. The support I have received at the centre has helped me with many aspects of being a new Mum and given me the confidence to feel I was doing a great job.

A survey on changes to childrens centres and their locations

When using community venues which of the following would you most like to attend for children’s centre activities. This will help us to explore the best venues for your community. Please tick all that apply.



(If you said other can you please say?)

- H&S issues & cleaning of community buildings
- None, want to use the children's centre.
- none - save our childrens centre.
- I wouldn't like to see ANY of these used for CC activities. I would like the existing CC provision
- Hope they don't relocate the library in Salisbury - it's a beautiful and well-loved library.
- I wouldn't use any
- Baby and toddler groups
- Soft play centres
- Keep the current venues
- I would still like to go to the children centre as the other places are open and anyone can come in
- Outside spaces in the summer.
- Community Farm type place
- Cinema and children’s play centre for informative lectures/ symposiums regarding information such as
- NONE - keep children centres open in wiltshire
- Children's centres themselves
- Children's centres.
- Disabled friendly locations
- Health centres for health visitor clinics only. Have not ticked cafes due to cost of buying drinks
- If to continue alongside health visitors.
- Happy with any venue type
- Outdoor places like parks with toilet facilities are good for some events too.
- None of these. Keep the centres open.
- Children centres

A survey on changes to childrens centres and their locations

(If you said other can you please say?)

Museum/civic spaces

See below

Children's centre

The Children's Centre itself is ideal, with all the toys and resources already there.

Dedicated Children's Centres would be best, privacy may be lacking in other settings.

You need a welcoming smallish and comfortable venue which has resources aimed at children

Dedicated children's center

Big, wide open space with outdoor space if possible.

A lot of community venues have been left to deteriorate (ie Calne Leisure centre) by the Council yuk

Needs to have parking

Any suitable venue

Dedicated buildings seem best. I think that there should be a childrens' centre in each town.

I wouldn't as these places are not appropriate for most classes.

if the children centres closes there will be no group activity available in Mere

In the Children's centre - Westbury's centre has a lovely playroom that can be used for small groups

The children's centre

Thinking about your local area, can you suggest a specific venue that would be suitable for children's centre events?

A children's centre! Neeld Hall was also a great base for activities.

Wow. Stop cutting such vital funding and don't close children's centres.

Bradford on Avon go surgery

Ladyfield road church

Local nurseries and Pre schools

No

Calne library and community hub, Calne Heritage Centre, Calne Town Hall

Christchurch primary school

Colerne Village Hall or Colerne CE Primary School

Pound Arts Centre and Springfield

Village hall

Calne town hall

Not particularly

Masonic hall/ numerous church halls

No

St John's Place. Large, safe space. Underfloor heating, carpeted area and modern kitchen.

Halls/ churches with car parks

No

St. Paul's church hall

the arts centre, salisbury

Purton Village Hall or Purton Millennium Hall

Village hall purton

A survey on changes to childrens centres and their locations

Thinking about your local area, can you suggest a specific venue that would be suitable for children’s centre events?

Beversbrook sports centre
Bouverie Hall
ST Peter's Church Hall and Pre-School Playgroup, Chippenham
Devizes leisure centre
The community centre
Pewsey Primary School
There are no others suitable.
Scout hall pewsey
N/a
Bradford on Avon library/museum. Many cafes and coffee shops don't have sufficient space for many pushchairs so accessibility is an issue.
Wilton community centre
DEVIZES library
The one that got closed was perfect, but the Wilton Health Centre might be suitable if the upstairs room were available.
Purton Village Hall
Westbury Community Project (old youthe centre)
The hive in bulford
Proximity and ease of transport links centres, as well as the facilities they offer is much more important to me than the hosting venue. I worry that the questions as posed do not allow this differentiation to be drawn.
Works very well at Paxcroft Mead
Church hall
Within the children's centre
Jenner hall, town hall, school, leisure centre.
Jenner Hall, Town Hall, Churches
Bradford on Avon health centre
No
Chip Sports Club. St pauls church Hall
Wilton community centre
Trowbridge community centre or the Children Centre its self
Bellefield, which was closed.
If this is the proposal then why was over £500'000.00 of public money spent refurbishing a church hall near to a current children's centre and that new centre is not filling.
schools during school holidays
Village hall
If the old Marlborough Children’s Centre building is still vacant it is very central And would be perfect.
Children's centre
Canberra Children's Centre
Bellefield School

Thinking about your local area, can you suggest a specific venue that would be suitable for children’s centre events?

The United Church in Cricklade has a nice space, and is already used for a church toddler group. I think church buildings can have a nicer atmosphere than some others, but on the other hand, some churches feel unwelcoming, cold or dark.

Emanuel church (west wilts vineyard church).in the centre of Trowbridge where the food bank is.

Garrison centre, Warminster.

You did not give enough options on your Q4. I work in Warminster, Codford and Mere. You have encouraged joint working with health but are now reducing venues for confidential joint working with clients. There is a church which is being used in Warminster but it is not suitable for health services delivery. I do not know about the other areas. I have only used the Childrens Centre in Mere and the GP Surgery in Codford.

St barts church hall

Canberra Centre in Melksham

Library or hall

Village hall

Community centre

The children’s centre is ideal so please keep it.

Canberra Children's Centre. I don't think this venue is used often enough.

Christ Church, North Row Baptist church, assembly rooms,

The civic centre, warminster

Warminster Library. Atheneum.

Lakeside centre Warminster, local church halls

I don't no anywhere that would give you a venue free of charge. And nowhere has the variety of educational toys and materials that's the children's centre has. It is vital omthe Cricklade community has at least one group that's free for families to attend.

There isn't one that is as perfect as the children's centre. It's a ready made venue.

Jenner Hall/Town Hall Annex

The Old School, Church Street, Market Lavington. SN10 4DT

SP2 and Five Rivers Leisure Centre and SalisburyLibrary

There are limited community buildings available to rent in Cricklade with large and small rooms.

St Thomas Church has a pre school nursery run in its hall, accompanying events could be held in the other rooms. Similarly Holy Trinity Church already runs fantastic toddler groups on Mondays and the venue could be used for council events on other days

Lecture Hall or Grove Buildings

Cricket Pavilion. Grove Buildings. Lecture hall. Churches.

GP surgery

White horse children’s centre. Bright stars nursery.

On Eden Vale road, same building as Bright Stars Nursery; Library.

None. They are all too dilapidated, small, full of other community events (yoga) or not equipped for safe playgroup sessions/training etc

Just anywhere in parks in Swindon. I'm so disappointed I have no where to turn to.

Westbury Leigh Park Community Centre/

Wyvern Club

I cannot, which should be a major factor in a decision to keep it open

A survey on changes to childrens centres and their locations

Thinking about your local area, can you suggest a specific venue that would be suitable for children’s centre events?

No. This is the responsibility of Wiltshire Council.

We pay council taxes for all of this to be done by Wiltshire Council for the benefit of all.

The existing children’s centre.

Im not sure there is anywhere which would meet expectations as westbury doesnt have a huge range of venues. Maybe the laverton as this is attached to the local council.

The white horse children's centre

the lecture hall Mere

The Westbury Centre - next to the Children's centre could be converted and used as a Children's centre if more space were needed.

Children’s Centre

OUR CURRENT CHILDRENS CENTER!

The White Horse Children's Centre!

Any one of the church halls here

Looking at the supporting information showing the proposed future use of the buildings, how do you think the changes will impact on you and your family?

Will continue to exclude my family as we’re not low income

I currently support at the mum 2 mum breastfeeding groups and it would have a huge impact not having access to toys and a safe space for toddlers to play and move

As there are hardly any services for babies these days (especially compared to Melksham 3 years ago, where we lived with our first child), hopefully changes will mean we have access to services.

I am not sure I would be able to attend as I suffer from depression and anxiety and need small familiar places.

N/A

Now that my children have started school it would have less impact on me personally but am concerned about impact on young families locally

May be more accessible.

More difficult to get to, will there be less services?

not having children’s centres would have little impact.

Better support for families of children I teach.

None

I would have to drive to the children's centre but that is not a major problem for me.

N/A Ideally we need the staff AND the venue

No

Harder to park, reduced range of onsite facilities such as change facilities: none in libraries as an example, less play space

They probably won't as we go a lot less than we used to (the previous cuts had a huge impact on my family and mental health). I fully understand supporting those with the greatest needs but sometimes, those of us who get by also have needs that the centre were invaluable in supporting. I'm admin on a large Facebook group for Salisbury families (over 4000 members) and many cite that they would like some groups for specific age ranges rather than 0-5. My oldest and I tried every group last year but not one had a four year old present on the days we came along. The general feedback was that the groups, whilst welcoming, did not appeal to the old age band.

A survey on changes to childrens centres and their locations

Looking at the supporting information showing the proposed future use of the buildings, how do you think the changes will impact on you and your family?

They may not be close by, the groups may have a fee to pay for hall hire

Improve it

minimally; but would probably have to drive to visit the little folly centre rather than walk into the city.

It would allow us more opportunities to know what is happening at the childrens centres which is walkable rather than a drive

We have a purpose built children's centre in Westbury. I am aware that a nursery also occupies the building. It's slightly disappointing to think that our children's centres are closing, especially as ours is so close to the most deprived area if Westbury.

More accessible

N/A

Not affected as the Spring Rise centre remains open. More events in the centre of town (leisure centre or library) would be appreciated.

As long as we have access to the HV somewhere in Devizes, we won't be affected.

I have no idea, my children are 9 and 13, so I'm not sure what is on offer

I use the service to sign post families for support

I am hoping the changes won't effect me and my son too much because Bulford children's center will still be there and that's the one we go to

We probably won't attend anymore

I like taking my baby to family stuff without this I cant

These changes would have a huge impact on my family. It would mean i would be unable to access the support and oportunities for me and my children the the children centres offer. Things like weigh in clinics and courses like HEY healthy eating, outreach support, mum 2 mum breastfeeding groups, that i currently access all within the centres i would not feel comfortable or be able to attend in unknown locations.

Unlikely, but I support you finding accessible venues where families don't feel obligated to spend money.

Dependent on location to whether we would use it or not.

Investing in staff will be better, outreach can then work with families in their home environment and get a more hollistic picture of the families needs. I also think schools would be good, thinking of the future, getting the child used to a school setting from an earlier age.

Not sure

NA

Evdience shows that children with poor starts in life are a drag on our resources throughout their lives - false economy to cut budgets here.

Won't impact too much at all

Access to childrens centres will be inhibited by closing the central location in Salisbury down and only allowing access to an outlying centre.

Very little

It's a shame to lose a facility that I used a lot with my first child when he was a newborn and the groups were so important to us but I Hope groups can still run in the community and that families who need the services the most are provided with even better levels of staffing and services.

No base for services

no

Looking at the supporting information showing the proposed future use of the buildings, how do you think the changes will impact on you and your family?

The children’s centre lost a number of parents when it changed hands a couple of years ago. It used to bring families together and now it is rarely open and offers limited community activities.

Wont

I wouldn't be able to go to mum2mum breastfeeding groups

If there were less or no children's centres there would be no impact to us as a setting. To parents they would not have access stay and plays etc but maybe that shows there is more of a need for toddler groups or met at the parks which need to be led by parents. The focus should be supporting the families who really need it, it would be better to funded a place at a music group than than put on a whole event for very low numbers of the families who need that extra support.

I feel it is beneficial for parents to have a local venue that is consistent, non threatening, accessible and local. Networking is helpful and a drop in centre is useful

N/a as a parent. As an Early Years Practitioner a lot.

None as I hvae never used a children centre but it will have an impact on my customers.

More venues would hopefully mean more services available

I can't actually see the supporting information while I am filling out this survey, but if the Cricklade children's centre closes it would be extremely difficult for me to attend any other centre. I am reliant on public transport and there is none to wootton bassett, the next closest children's centre.

NA

There is no real place safe to hold children services within cricklade other than the children's centre.

It would be a loss to our local Childminding community. We only get to use the Children's Centre once a month and the children we look after benefit from it greatly. We are already feeling edged out by the Centre limiting us to an early afternoon slot when our children are resting or having their nap, which makes it nearly impossible to get there

N/a

This won't impact my family as we are moving from the area this year, however I have many friends who feel that it is a shame that the childrens centre, as such an amazing space, isnt used to its full potential.

No impact on me personally but as a childminder i would like to feel that theree were ways to help parents of the children i come into contact with.

There may be less activities available locally, the venues may have a larger catchment so staff are not so familiar with each parent and child

None

This would significantly impact my clients. Use of buildings in rurally isolated areas such as Mere is not about numbers. It is about isolation, deprivation and lack of public transport.

They wouldn't

Significant negative impact on families. We have already seen an impact when the service reduced its offer to 0 to 5 year olds. Children's centres need a base and identity of their own. If they share facilities of other services and therefore only operate on certain days or hours, it limits the accessibility of the service. Privacy may also be lacking in other settings.

Won't change

It won't

Can't use sensory room while in town

Early years development is crucial for all children, I can't see any current sessions there for the under 5's unless you have an appointment with a health visitor. More information need to be provided to parents. However, in answer to the question, I am happy for young people and the elderly to make use of the space to utilise the building and make it more accessible to the whole community.

A survey on changes to childrens centres and their locations

Looking at the supporting information showing the proposed future use of the buildings, how do you think the changes will impact on you and your family?

Not much as they were very little use in the first place

I felt very lucky to have been able to access the children’s centre when it was in Warminster. We felt a huge loss when that centre was taken away

The children centre in Warminster was invaluable to me as a new mum. And though I was not viewed as the most in need, it was a preventative measure as it positively impacted my mental health.

I don’t think it will as my children are older now. I was sad to lose Warminster children centre as I received a lot of support from the centre when my eldest was born. It’s irritating that the centre was closed and I didn’t go to Westbury as it meant driving and wasn’t my area to meet other local mums. It seems to be that those who are on benefits receive the help and support from these services as deemed most needy but based on what evidence? There are many professional mums who need help and support just as much sometimes more than the ‘needy’ so streamlining services for a specific audience is unfair and unwarranted. It needs to return to offering and advertising services to the widest audience as many mums and dads struggle and need help and indeed the children can benefit too.

I started going to the children’s centre the week before my child was born. It provides me with an instant support network. I made friends with other new mothers in Cricklade. I’m now pregnant with my second child and the through of having nowhere to go on a regular basis makes me feel sad and insecure. I know I’m having a C section and won’t be able to drive for 8 weeks after the birth. Without the Chikdren’s centre to walk to and socialise with like minded mothers in the same position, I fear I may become isolated and may struggle.

My family are now all in school but as a breast feeding peer supporter, teacher and mother I know just how valuable the centre has been to me and to others in the local community. We need it to stay open and to return to how brilliant it used to be before even the previous changes took place.

We need a local venue to run Breastmates from. This will be a huge loss to the Swindon breastma Community.

Reducing the venues/buildings specifically effect how I carry out my role as a Community Nursery Nurse

At present none but as I plan to bring my own family to the world shortly I will have to travel a long way for these facilities the current children’s centre is ideally located for young children and parents in cricklade

N/a

However, providing support in community buildings and homes may have a negative effect on accessibility and availability of equipment and families supporting each other.

In a limited way, we much prefer attending groups run by the voluntary sector as they are more informal and relaxed

I am unable to drive so wouldn’t be able to attend Little Learners or weigh clinic

The nearest CC for Mere will be Salisbury: a 45 minute drive away. We have poor public transport links and the CC is a lifeline for many local residents who otherwise would have nowhere to go with their children. I think closing Mere would be 'a bit of a disaster' and would impact greatly on many people who really do rely on the facilities and friendship offered there.

Would be detrimental not to find an alternative venue within the immediate locality if the current one is to go.

Use weekly for children weigh in. Sensory room play. Baby/child groups/support.

Sensory room was an instrumental space for us as I had an emergency C section and had a ling recover. Since the current sensory room is so close to us we were able to go there quite often which felt therapeutic. I don’t drive so having facility like that this side of town is important to us.

It will be a great loss not to have free play sessions and advice on how to be better parents.

A survey on changes to childrens centres and their locations

Looking at the supporting information showing the proposed future use of the buildings, how do you think the changes will impact on you and your family?

It would benefit me! I have no where close by or atleast one bus or walking distance. Everything is far away where I could receive support.

It would impact my family in that there wpuld no longer be childrens centre. The expansion of the nursery is not necessary

Not applicable to me personally

Whilst not personally impacted, as my children are much older, I am very concerned about the overall impact on young mothers.

If we have any further children, I'm not sure where I would turn to for advice in an informal capacity for myself and my child.

It wont have much effect on me as my child gets older however it was a huge support for me when i was the first time mother i went to their group for new mums when my daughter was 6 weeks old and found a group of friends which i am still really close with 18 months later without this it would have been alot lonelier. These groups were never at the center which is a shame as that could have been utilised more.

Massivley impact us. We wont be able to go to any other locations or towns. This is an awful decision to make!

I would lose our breastfeeding peer support group, my son and the child I am expecting would lose their sensory room. It's unfair and not right.

we enjoy little learner which has helped us meet mums and staff have provided us with useful information

We would have to travel 25 minutes to Tisbury or 20-25 minutes to Trowbridge to access a centre to get face to face advice or to access referral on if we needed it. The nearest group would probably be Tisbury but we may end up driving over there to be turned away because there isn't enough room (this is stated on Children's centre information if groups reach capacity they have to turn people away). We'd probably end up loosing the Little learners group as the Council have said they will keep the groups running for 1 year and will then review this. The groups that are currently accessible to everyone like Little Learners would be the next thing to be cut to meet next years financial savings targets. In Warminster when the children's centre closed in 2016 the Council promised to keep all groups running but all groups (excpet the breast feeding suport group) stopped. When the groups that everyone can access stop a sfaety net is lost - people who need more help and support will slip throu

I have attended the breastfeeding peer support groups at the children's centres. These were invaluable to me and other mums in the local community. Without this suppure myself and other mums may not have had a successful breastfeeding journey and would have had to rely on more expensive formula. The children's centres are in communities that need them the most, meaning they are accessable. If they arw closed and groups run in other children centres/public buildings, those who don't have travel options such as a car will not be able to attend. Although health visitors could visit at home (although let's all be honest they won't, we've had appointments in an office room with no toys available), the good thing about weighing clinics in children's centres is the social aspect. Especially for mums who might be extremely lonely.

There will be no groups to go to, and no one to talk to.

I run the mum2mum group in our children's center. Without that group the mums won't feel as though they have a safe and familiar. I have met so many parents who would have been stuck without he children's center and the groups in runs, myself included. Also many parents I have met may not be ables to, or will struggle to, get to a children's centwr in a different town.

My children are older now so this will have less impact on me but for new Mum's in the area, not having a designated building to obtain advice or attend groups could mean they don't leave the house that day, don't socialise with another adult that day, can't easily access the advise and support they need to continue to breastfeed their newborn.

Looking at the supporting information showing the proposed future use of the buildings, how do you think the changes will impact on you and your family?

Access - I think it'll be much more difficult to access support where needed

What other options do you think could be considered for the delivery of children's centre services within reduced budgets?

Ask for donations, for drinks, creative activities to cover cost of materials

Keep the Children's Centre open but be more imaginative with use of space, hire it out to local organisations, clubs and people

Less stay and play and more targeted and specific services

Better online planning/structure , site navigation, mobile friendly, timetables easily accessible to reduce paper waste, theses could all encourage more local support and involvement. Outsource the funding and seek it from large companies from product testing to demos to advertising to enable use/procurement of more educational aids and also just for fun. Outside groups such as community gardening would be great for development on many levels also easy to source cheaply/freely and is helping the community. Kids would love it!

Access free and community settings such as Tesco community room, attend family days, laverstock community farm, give information on social media platforms with news/ updates and links to nice/ nhs and child development sites.

Sell off all currently owned buildings and have one county hub

I work for the WEA, the largest voluntary adult education charity in the UK. We work with Children Centres across the South West delivering free courses to parents in subjects such as 'helping your child to read' and 'helping your child with SEN'. This helps parents to support their children alongside the services offered by the Centres. This could be rolled out across Wiltshire as we have qualified teachers in the area. My contact details are bhartclarida@wea.org.uk

Investing in toys/developmental learning tools as well as staff, and instead of buildings

Prioritising support for young children and families in council budgets

Offer the activity room to playgroups and charge a small nominal fee

Don't heat them to 1 billion degrees! Invest in a centre based admin who can properly organise everyone's time and have more centre-based visits instead of home visits (more time efficient, less mileage claim).

Donations for courses and play sessions

Prioritise this service and provide children's centres in Wiltshire with the funding they need. It makes better sense in the long-term.

Make centres available to other users in community and charge rent etc?

Invest more. Lobby national govt. Use existing venues to generate income.

There shouldn't be a reduced budget for families needing support. Children centres have a huge impact on families that need it. What you think is the average family always have underlying issues. Cutting important services will not assist these families and put more pressure on social care or these families will possibly go without supportt, which is devastating!

More e-learning, awareness and more support for vulnerable families

The space for the mum 2 mum groups would just need to be thought through

Good question. I don't have an answer, I just wish budgets weren't being reduced. It's a very sad state of affairs and difficult for all involved.

using schools as venues would be helpful for parents and would be free for your organisation.

Weekend activities to support working families, potentially with voluntary donation for those who can afford it.

A survey on changes to childrens centres and their locations

What other options do you think could be considered for the delivery of children’s centre services within reduced budgets?

- More support and activities for young children with SEN as this was never a high priority criteria for the current provisions.
- Advertise services and sessions more. Perhaps a small charge for sensory etc
- Invest in health visitors.
- None
- Nothing, I think you are taking the right path with this.
- We need additional funding. We need to invest in the future by supporting the kids and their families.
- Not sure
- Tricky. None at this time.
- Do local fundraisers, ask for volunteers to run services
- unsure
- Unsure
- Higher use of volunteers to support
- Visiting existing groups with health and parenting info in the villages as the group leaders want them. E.g. dentist info, healthy eating.
- New parents need to be informed they do g need to take their child to get weighed every 2 weeks, this only takes up more time from each member of staff
- Community projects
- Families pay £1 to attend groups each time, I am sure people would be happy to make a small donation to a group which is at the moment free.
- Charge more taxes
- Do more activities 3 days a week in children's centre
- Only accessed by families with CAFS, key workers, CIN plans, child protection plans etc. Those most in need. Smaller groups that can be accessed all within the centre to save on fuel costs, rent costs of community spaces for the staff.
- With my first daughter we used to attend play events with visiting specialists. This was really good to generate a community feel; I was new to the area.
- Better advertising
- Unsure
- There might be a possibility of using students who are training as nursery personnel, nurses, playgroup leaders nannies etc. or on apprenticeship schemes for working with the young.
- Some services could be means tested
- Staying where you are and fiding more budget
- Closure of the Little Folly to focus resources on the (more popular) Salisbury City Centre location.
- I use to use the children’s center all the time until it got taken over...no groups or course for us to go to
- Keeping the building they have
- Offering just one group a week under 5’s will greatly help people to know there is one group that all new mums and those looking to build support networks can meet up at.
- Not sure - u hav a tough job
- none
- Collaborate with other parent groups and activities already set up in the area. Offer support sessions at the Stay and Play group which takes place every Wednesday in the Town Hall.

What other options do you think could be considered for the delivery of children's centre services within reduced budgets?

More health visitors to make things speed up - recently wanted a visit to help with behaviour and took 3 weeks

Not my job to give you ideas but parents and children shouldn't suffer for your budget!

Shut the buildings and base a support worker alongside the health visitors so that the families who really need the support have it straight. Running groups is just too much on the current budgets and its having little or no impact on the key families and children who really need that support. Placing a worker alongside the health visitors means its targeted support for the 0-3 and then when pre-school and school starts these children and their families would be on a better path and we should start to see some more long term effects. At the moment the support offered crosses a lot with pre-schools and when they see the children more regularly it can be more of a problem than a help. Parents also struggle with so many people's involvement and its more important that the key people have the involvement at the key points in order to help families. At the moment the support is like a drip in the ocean and its not helping families long term or the right families.

Sessions for parents in preschool/ nurseries

work more closely with outreach work/ support and less with activities that are not attended by parents.

A central CC in the middle of Trowbridge, so that all parents could access it.... Should have happened in the first place, before 3 were established, then 2 shut down.

Not spending half a million pound on a refurbishment when another centre is within 1/2 mile. Having staff that go out to settings and provide the service in existing nurseries.

Working with local toddler groups already set up in the area. Using their venues to meet families.

Continue to build links with pre-schools and nurseries and Childrens Centre staff to go to these venues

If you close buildings please consider if those that remain are still accessible by public transport for all of the population that they serve. If relocating to community spaces can they provide the same, safe, comforting, welcoming, reassuring space; where people feel safe to talk freely, relaxed enough to make new friends and lessen the feeling of isolation and loneliness that can occur?

There is nowhere. The town hall or church halls are always being used for other general things and older age groups. The 2 pre-schools are full and used everyday. Unless could use cricklade pre-school playgroup at weekends. We need this service, especially as there are a number of new housing projects happening and rwb is too far to get to.

Childminders in Melksham are not offered appropriate access to the children's centre. We are a vital link between the families and the centre and sign post the cc where we can. This is not reciprocated and I feel we are not taken seriously. We need a place to meet and somewhere for the children to feel safe. We are not offered access to courses and children miss out because their parents are trying to earn a living. Things have become more target driven over the past few years and this is to the detriment of children whose parents want to support their children

Maybe we should all vote for a labour government and then the budget wouldn't be so reduced!

Good quality web site with lots of useful info to support families and keep people informed of what is available and where to find the services.

Looking at existing buildings, but also making sure that services are offered throughout the county and not just in a small number of towns. Warminster has already have its children's centre closed.

Look at local support networks and voluntary bodies. Why is there no Homestart? Are there local people who would like to be involved in voluntary work? Would the churches be willing to work together with LA's on improving local services? Look at other areas not so far away such as Calne and Chard where this is happening.

Make them multi purpose, paid clubs for children for various ages, running various activities for the children. To be used as a youth club

What other options do you think could be considered for the delivery of children’s centre services within reduced budgets?

Isn't it better to invest to save. If the council truly wants to invest in early help services, surely getting the support right early through Children's Centres is key.

Don't know

Fund raising events to promote the site and services, leaflet drop at toddler groups, doctors surgeries and nursery's quite often I don't find the information online I need easily but a leaflet from my son's nursery is always welcomed. Easy accessed information as trawling facebook isn't the ideal and quite often as I say, I miss events. Maybe a voluntary scheme for parents to sign up too give time to raise awareness and potentially funding.

Unsure

Having clear bases, sign posting and a responsive service. Building accessible hubs makes sense, but only if they are visible.

Online help and support with signposting to external sources or services appropriate to their area. For example links and numbers to services such as counselling and childcare issues, a flow chart of who can help with whichever issue you are facing along with a resource base to help educate and support parents. A list of various children's groups, nurseries, schooling and issues. This needs regularly updating. Signposting to approved websites and apps.

The children’s centre is a fantastic building, full of educational equipment and facilities. Surely there are groups, clubs and organisations in the Cricklade community that would be interested in renting these facilities. The cost of which could go back into the budget to help keep the building open and service the community.

We are stuck in a position of small budgets to support so many families. We know there needs to be more support in the early years of children’s lives. We are seeing more and more children arrive in Reception who are struggling with behaviours, emotions and cognitive skills. How best we address this is challenging. Children’s Centres were incredible at supporting a large section of the local community and the support workers like Liz who used to be employed at Cricklade were superb. Those vulnerable and disadvantaged families who did not attend the groups still need a lot of support and that is where those support workers can also go into the community or be present at weigh-in clinics and midwife visits perhaps. These have been happening in the Children’s Centre in Cricklade so without these centres we are even less likely to be able to support our vulnerable families.

Renting the facilities out in unused periods to other community groups.

None

The need for publicity and networking between professionals to ensure vulnerable families/children are identified and supported.

Funding voluntary sector groups (eg sessions run by church volunteers) to fill any gaps in provision

The role and opportunities in the Mere CC are not widely advertised. It is a 'closed' environment and when efforts are made by local Mum/Baby focussed businesses to engage, we are turned away. There are 2 good sized rooms and a fabulous downstairs space which could easily be rented on an hourly/half day etc basis for external agencies to come and deliver programmes to local Mums. I am a Pregnancy and Postnatal Exercise & Wellness Coach and would have jumped at the chance to hire the space to positively influence the health and wellbeing of Mums in Mere but I was told I could not do this. By expanding the range of services available, you will attract more 'customers' - by only offering free things, you close off so many opportunities for other practitioners to get involved. I recognise that CC is there to offer free services but free means that a lot of Mums won't come because they want the next level. Make these FAMILY centres because a happy family is a happy child.

More groups and activities which could have a small charge for attending

?

The room can be rented out for midwife appointments since there is no midwifery services in Westbury.

A survey on changes to childrens centres and their locations

What other options do you think could be considered for the delivery of children’s centre services within reduced budgets?

Reducing salaries of senior council staff and councillors.

Consolidate them or provide other services within them to make them viable.

Using places already available would be good.

I think better investment is needed, i feel it gorssly underfunded already, without funding being further reduced

Don't reduce the budgets for Children's centre services.

I do not agree with reducing the budgets of support services. I observe widespread tax avoidance, which the central government could curtail. I have seen significant inappropriate spending on vanity projects within Wiltshire Council. I have seen expensive lobbying by Wiltshire Council for some sort of super-highway between the M4 and Poole following the unsuitable route of the A350. I observed £5 million of our council tax money wasted on the ridiculous Eastern Westbury Bypass vanity project.

I understand the need for reducing budgets in the current climate. I believe the centres could be utilised more renting rooms out to community midwives and other community groups to make the centres more of a hub for those with young children. If the centres were to go there would need to be plans in place of how people access information and face to face support.

More volunteers to ensure the centre stays open!

Save money from counsellors salaries! Pay the big wigs less and stop removing services and places from the people who bloody pay the taxes!!!

renting the lecture hall or using the library

Children's centre budgets should be ring-fenced. Prevention is much cheaper . Spend to save later. Children's centres will save the council thousands in the future by giving all children the best start in life - preventing obesity (through very early healthy eating advice, giving children a head start in school, reducing youth offending (as children will have better communication/ social skills), etc. Couldn't the relatively small amount of 250,000 be continued to keep these 6 centres running and couldn't the money be not spent elsewhere eg do we need to spend so much on the campuses project or Wiltshire college? The Children are our future. We need to start being so short termist!

Stop paying the top people in the council stupidly high salaries and maybe invest just a little of that money to those who need it in the community

They already rely on volunteers, like myself, and quite honestly, in comparison to a lot of things, I do t think it can cost that much, epscially considering how much of an impact it has. I think cuts should be made elsewhere.

Less paper work for staff to complete and more time spent with the families that need the services

**Westbury Children's Centre Consultation Meeting
26 February 2019**

Parent session 12 midday – 1:15pm

Present:

Lucy-Anne Bryant, Lead Commissioner, Wiltshire Council
Emily Wood, Wiltshire Council (minutes)
Gill Mills, Regional Manager, Spurgeons
Rachel Draper, Children's Services Manager, Spurgeons
Nadine Crook and her 8 month son, Warminster resident

NC_ Previously attended Happy Feet in Warminster and has attended the Antenatal group at the White Horse Centre, currently uses Little Learners at the Leigh Park Community Centre, for which she conveyed high praise.

LAB_ Explained that there is a lack of baby and 2-year-old places in Westbury. Little Learners will continue, alongside other support. Telephone contact and online advice will be available. Reality is that footfall at White Horse is limited and we must look at how resources are best used by using community facilities.

NC_ Explained that toddler groups have a different remit, there is no emphasis on early education. Concern that groups run out of churches alienate atheists and non-Christians. There is a lack of support at these groups. Privately-run group (Court Yard) didn't provide the support that the Children's Centre offer.

NC_ Concern that services were cut when Warminster Centre closed. Feel abandoned, worry that this will be repeated in Westbury.

LAB_ Will look at Warminster services with Spurgeons. Explained that the emphasis has shifted to support the more vulnerable parents.

NC_ Feels that there was a lack of advertisement about the consultation.

LAB_ Apologised if this was the case, we were confident that all communication channels had been used (eg Early Years Facebook page had over 1,500 engagements).

LAB_ Looking to use the libraries and leisure centres more than previously – better links, remove the silos.

NC_ These might have a lack of changing facilities/toilets. Suggested a building in the park in Warminster that could be used. (RD noted this down).

LAB_ We need to place more emphasis on Health Visitors to inform parents of parental support opportunities. We want to promote the 'Five to Thrive' agenda and ensure that all professionals working with parents are briefed on this.

GM_ We are now in money-strapped times, we're fighting to keep the services going. It's a blunt choice between keeping buildings open or keeping staff.

LAB_ We understand that the first 1001 days are the most important. Our focus has to be now on those individuals who will not walk into a Centre.

GM_ £22,000 annual costs to run White Horse Centre (doesn't include staffing costs)

NC_ conveyed frustration that universal services have been cut, sister in Glasgow receives so much more.

GM_ we agree with NC completely.

LAB_ Explained the FACT programme, we understand the early intervention agenda. We want to change the culture so that everyone understands the importance of early intervention.

LAB_ Concluded the meeting and thanked Nadine for taking the time to attend.

Westbury Children's Centre Consultation Meeting 26 February 2019

Partner Consultation Event

Present:

Lucy-Anne Bryant, Lead Commissioner, Wiltshire Council
Emily Wood, Wiltshire Council (minutes)
Gill Mills, Regional Manager, Spurgeons
Rachel Draper, Children's Services Manager, Spurgeons
Sheila Kimmins – Town Council
Mary Pyne – Retired midwife, resident of Westbury
Barbara Swan – Westbury resident (Niehbourhood planning committee)
Wade Jones – Town Council
Jennifer Morris – Bebe Tots Manager

LAB_ Parent event. Consultation paper. Wilts financial constrained times. We've worked with Spurgeons and The Rise to look at how resources can best be used.

We appreciate that Westbury has a high deprived community, only 17% of services operate out of the Centre. We will maintain , focus on HV to help us spot those that need support.

Little Learners at the Leigh Park community centre will continue, we also wish to use the building next to the centre for services. Libraries and leisure centres to be utilised too. Most service is currently outreach in peoples' homes, dom abuse, healthy eating.

General principles conveyed about staff not buildings.

WJ_ 17%, mum to mum breast feeding, Baby Steps (referred group) intensive programme, includes home visit. perinatal group. These would move to a other.

MP_ questioned cost of using venue

WJ_ Community cohesion? LAB_ Yes, little Learners – this will continue. Snesory Room? Is this well used? RD_ once every couple of weeks, however, portable sensory resources have been invested. HV do use the room for clinics.

JM_ Recognised centre as a life-line. Lidl side of town would benefit services for new mums to prevent post-natal depression. LAB_ Times move, the disadvantaged families are not using the centre.

Working to increase the uptake of HV use. Follow-up. Lack of HVs in Westbury concern. HV clinics will still take place, where do the clinics take place? Here.

GM_ Spurgeons want to eb responsive to changes and the community. Staff go out to families. HV's are the gateway to identity families that need support.

We are working with Virgin Care, there are mapping available venues for their future clinics.

WJ_ are Virgin Care talking with the town council? More liason is needed. They have good knowledge of available venues. Open offer. Driving force is to improve community life for all. Comfortable if the contacts are formed.

LAB – attend TC meeting.

Recognised that the library is difficult – lack of facilities. Doesn't meet the purpose. LAB is talking with the libraries service. Compromises could be reached.

JM_ Bebetots have obtained a 5 year lease to take on the ground floor of their building. Sensory room is possible. Space could be available. Moving nursery to ground floor – increased space. Prime location for new housing. Planning permission currently being submitted – supporting statement would be welcomed!

JM_ Recognise family struggles and want to help/offer assistance.

WJ_ TC doesn't want vital services being reduced, concern that

GM_ Financial constraints. £22K figure given, balance buildings and services. Want to work for the community partners. Efficient savings are also sought for on going years. Staffing shouldn't be further cut.

SK_ Pop-up services. How will these be communicated via social media, a pack to partners. How will you going to get to the most vulnerable?

LAB_ Via HVs and midwives. More digital time, social media and the website. More communications lead at the council, would be able to help.

1:1 outreach is done. Universal services are no longer. TYO funding process – door knocking. Social Care lists are also shared with the CC providers. Parenting courses are run specifically for these families. EPEC courses are run (early intervention agenda – it's a slow-burner but it's growing).

Five to Thrive is being rolled out across professionals. Cross reporting on dom abuse cases (Encompass). 70-80% of activity is with the most vulnerable. Contract was changed in 2016 to focus on the most vulnerable. Case files are held on families. Nurseries and police can both refer.

MASH will be reported to. Early intervention hub (collected agencies) can signpost services.

GLD 72% - we want this to increase. CC services should help with this.

WJ_ online interface question. Is the website user friendly, not as much as it should be. Digital programme, automation will be introduced.

Staff are astute in picking up issues, close working with nurseries. Bebetots offer support/referral support.

Online service could provide 24-hour service. Credit card sized cards left in ladies' loos.

JM_ perceived stigma that the CC is only for those on benefits. Moving services to the community should remove this.

Utilise council facilities, we're aware of acting in silos, mutual benefits can be gained in sharing spaces. Free and low-cost spaces are sought after.

Cost effective to bring the service in-house? Stigma attached to the council lanyard. Charities can obtain donations, far better to be developed by charities. Baby bundles – value-added. Domestic Abuse service offered to the east (value added). Grants officer to be appointed, how this fits in with Spurgeons.

This building will be offered to the onsite childcare providers. Shortage of baby places.
Revenue benefit to be (space will not go to waste).

Spurgeons to liaise with the TC.

This page is intentionally left blank

Cricklade Parents Meeting 08/03/19

Led by Lucy-Anne Bryant

Lynn Evans – The RISE Trust

Deb Skilton - The RISE Trust

Dianna Fairbrass – ex-parent and town councillor

Hannah Ashdown – ex-Peer supporter and parent

Jess Williams – volunteer

Andrew Simpson – Parent

Natasha Pickering – ex-parent

Amy Terry-Collins – parent

James Terry- Collins – parent

Karen Eagle – ex-parent

Mel Carter – parent

In the loop – app to show what is on in a community.

Bookstart bookcorner in Ridgeway today taking services to the community

Finding the venue is an issue especially with no access via the school.

Signpost to the venue – cheap option to promote access and increase footfall

Found out through facebook – this is the medium that parents use.

Noticeboard outside – needs to be updated

Children's centre was the foundation of my journey and I really appreciate all of the support and the consistency of services in the building.

Parent started two groups and appreciated the support of other parents and the centre

Small window

Volunteering day as a possibility to encourage more volunteers

Child feels safe here

Mums would not speak to someone else so need this safe space and venue

Centre services allows them to open up and be heard and supported

Health visitor ran groups alongside breastfeeding peer support so that parents could have access to additional support.

Young mum with PTSD and PND found it hard to reach out, the centre was a saviour

Library is not made for children – upstairs toilets downstairs, LB note: there is a lift and the bookcases can be moved to make a space for families when the library is closed

Allow children to be free in the environment not possible in other groups

Messy play and paint and sand not opportunity somewhere else due to clearing up

Early learning blocks to their future – needs to be maintained

Parents learn about their children in the groups and sessions

Comfortable here

Best resourced room in in Wiltshire compared to other centres

Sensory Room – could not be replicated LB: It is in a tent in the west

Not using centre and have lost opportunities

Outreach support is great but what about socialisation for the parents?

It is essential to have a building – for community cohesion

Work to meet the needs of the community

People don't know when it is open, so it is not used

Corsham run groups with volunteers this could be replicated in Cricklade but also needs to happen in Purton and Ridgeway Farm.

Cricklade have a mini bus – volunteer driver could take parents to groups

Volunteer drivers

Not advertised enough

New developments some vulnerable families, 140 new builds in next 2 years, many of these may need childcare places as well.

Parents could work with Thames committee to provide a community room until the spaces are all needed.

Community are more than welcome to consider the costs and whether the money could be raised in the community.

Parents to meet with Jane Vaughan and The RISE to consider options.

Children's Centre Consultation event
Cricklade 6 March 2019
Professional's meeting

Present:

Lucy-Anne Bryant, Lead Commissioner
Emily Wood, Children's Commissioning Team member (minutes)
Jacqui Dymel, Health Visitor
Wendy Spence, Outreach worker The Rise
Cathryn Reed, Thames Preschool
Ann Uzzell, Cricklade Preschool
Sue Parsons, The Rise
Lynn Evans, CEO of The Rise
Debbie Skilton, The Rise
Tom Hill, representing Cricklade St Sampsons

LAB_Intro given on consultation to date. Encourage dialogue, hear your voice. Consult has been available online. Background to CC provision 2016 – contract runs from July-June (5 yr contract). £250K savings need to be found.

8% of services of services in Cricklade only happen in the building. 92% happens elsewhere within the community. Frogwell 29 hrs/wk happens out the building. Ridgeway Farm and Purton have greater need than the Cricklade town. Village hall used a lot in Purton.

WP_Struggle in Malmesbury in finding venues,

LE_ Rupert Williams is assisting in finding alternative venues.

LAB_ want to engage with the local town councils and existing childcare provision.

WP_ Ridgeway being on the border is hugely problematic. Public transport is focused on Swindon. A lot of children here have additional needs.

Closed targeting to Wilts parents only – universal events, £5 fee charged to Swindon residents.

Outreach will continue, no building. Base will be in RWB.

Is the library suitable for families for under 5's? Doubtful.

Spurgeons use a sensory tent – portable. Is this something the Rise could benefit from?

Word of mouth and digital means of communication need to be used.

LE_ Lessons learnt from closing Corsham, publicising services is very important. Good team supports Corsham families – want to learn from this. Change of provider also happened then, this is not the case this time.

1 July is 3 weeks before the end of term – lose momentum over the summer, this needs to be avoided.

DS_ Corsham is more compact, maintain presence (footprint), this is more challenging in Cricklade.

LE_ Could the Blue Bus be commissioned over the summer? Charity bus. Arts and Crafts/HVs/Cooking activities. Would be particularly useful in Ridgeway

Smartzone building is not operating during the holidays – could this be used? Mrs Banes is the contact. Side gate available.

There is demand for additional childcare in Cricklade – building has been offered to Thames PS.

The Rise and the pre-school could mutually use the building for first couple of months.

We need to continue to work at identifying those families who most need support. Where do these families go? Coffee shops etc?

HVs are our universal service – they can help in identifying those most needing support. Also childcare providers.

The Rise can look to enhance what already is offered (supporting parent and toddler groups for instance).

DS_ meeting with Ridgeway Farm school on Friday. Forging good contacts with all the housing associations in this area. HA might help to fund the Blue Bus?

The Rise is willing to run sessions in the building plus for other childcare providers.

Purton library might be under 5's friendly. Very small children's area, OK if library is not busy. Might have space for a sensory tent.

CR_ United Church hall is 'nice'

JD_ concerned that the service will diminish further as the costs of renting community venues are considered as 'expensive' in the future. Will the service be constricted further?

LAB_ we understand what the need is. Jane Scott is heading up a project on social mobility, LAB will be feeding into this. Evidence based programme.

LE_ cuts are £60k this year and next, will there be any further after this? Worried that The Rise will be judged on results over 2 years, this is insufficient.

LAB_ use Tracker info to monitor the impact of the funding and CC involvement.

WS_ Wilts Council haven't funded Inclusion Support Funding for out of county settings, this has now changed but still refusing to fund Koalas.

LAB_ If we can gather the evidence and prove the impact of CC services, this will bolster support for continuing the service.

LE_ Need to find venues at very low rent. Thankful that The Rise are not losing any staff.

LAB_ Is speaking with both the head of Libraries and Leisure services. Opportunity to work closer together, servicing the same customer base.

All agree that the CC model is not suitable in a rural setting – fine in an urban situation.

LE_ The Rise use their own staff to clean the building as they can't find a cleaner – 'ridiculous'.

DS_ Other outcomes (apart from increasing GLD) will be seen. Involvement with dom abuse.

JD_ HVs didn't previously get involved. Culture has changed – professional awareness has greatly improved.

Pewsey Children's Centre Consultation
8 February 2019

Present:

Gill Mills, Spurgeons
Russ Martin, Spurgeons
Beverley Smith, Puddleducks
Lucy-Anne Bryant, Wiltshire Council
Caroline Dalrymple – CC Advisory Board
Curly Haskell – Chair, Pewsey Parish Council
Emily Wood, Wiltshire Council (mins)

Clarification was given over purpose of closure. Rational to deliver the services in the community. What happens to the running cost of keeping the building open – Puddleducks should be able to utilise the building and cover these costs. CSAR has identified that there is a need for additional childcare in Pewsey.

Curly pushes for a honeymoon period – can Wiltshire Council cover initial costs for Puddleducks? Bev voiced that the electricity bill was concerning, the controls are difficult to access. Our property team might be able to assist.

Recognised that supporting families in their own home is very important – understand the living experience of child – enables better signposting of services.

Will want to link more closely with health visitors.

Pewsey has a good library – leisure centre. Broaden out people's opportunities to use their local facilities.

Develop a community offer.

Spurgeon's are persistent to contact families. Door knocking.

Pewsey has a 'them and us' mentality.

How will Puddleducks relationship continue with Spurgeons? GDPR rules are followed, consent is obtained and info will be shared as before.

Challenge given that the council awards contracts based on cost not on quality of service. Contract monitoring explained. Those present reassured that services are maintained carefully.

Homestart Kennet work with Spurgeons.

Chair of the PC suggested that the parents are fed-up with consultations and that most believe that decisions have already been made. Better communication might appease the pupil. Facebook should be used more.

This page is intentionally left blank



BSW Local Maternity System
Southgate House
Pans Lane
Devizes
SN10 5EQ
18th March 2019

In response to the Consultation regarding Wiltshire Children's Centres the Bath and North East Somerset, Swindon and Wiltshire Local Maternity System Programme Board (BSW LMS) would like to raise the following point for Consideration in the Consultation.

1. We understand the rationale for the proposals and see this as an opportunity to bring together the early years and maternity workstreams to benefit local mums, babies and families.
2. What plans does the consultation team have to be involved in Better Births- Five Years Forward plan ambition for community hubs with collocated services including early years services? Better Births (2016) clearly articulates this vision and with current limited access to venues that might be developed as community hubs it is felt to be important that this is considered before making any decisions.
3. We feel that there may been insufficient time to consult with stakeholders to decide if any of the locations can be used as potential community hubs. We are planning a multi- agency workshop in April to continue these discussions at pace.
4. We would like to ask if you have considered the impact on maternity service provision as part of consultation and identified opportunities for joint collaborative working from pre conception to improve experience and outcomes. Midwives in some of the proposed locations for closure including Cricklade currently undertake midwifery care in these locations which enhances integrated working between early year's team settings and maternity services.

Yours sincerely
Sandra Richards
LMS Midwife
On behalf of the BSW Local Maternity System Programme Board.

Dear Lucy-Anne, the official consultation isn't really appropriate for professional response so I hope we can send comments direct to you. Attached is our HV usage of the children's centres proposed for closure and therefore there is some significant impact on our service delivery unless alternative accommodation can be found.

I think we would all support the proposal that our cost and use of buildings should be as efficient as possible and we invest in staff and not estate. However, we are commissioned for the HV service to be delivered within communities and therefore we need alternative accommodation within the same community that is large enough and fit for purpose. If there is an additional funding requirement for us then we will need to go back to our Wilts Council and CCG commissioners as the estates strategy delivered in 2017 was a joint strategy that released 500k of efficiencies to the commissioners.

Kind regards, Val.

**Val Scrase,
Head of Operations,
Wiltshire and B&NES Children's Community Services,**

Virgin Care Services Limited.

Technology House,

High Post,

Salisbury,

Wilts

SP4 6AT

07976 748841

Children's Centre use by HV service that will be impacted by potential future lack of access to current accommodation; as per WCC Children's Centre consultation document:

Trowbridge Longfield

One day a week all day usage by HV service

Mere

One day every week 9.15 to 10.30 (then S and L seem to use after this till 11.30)

1 day a month all morning

1 day a month 10.45 till 1 pm

Pewsey

1 day a week all morning

1 day per month all morning

Cricklade

1 day per week - all morning

1 day per month 9.15 to 12

1 day per month 9.15 to 1.00

Salisbury City

1 day per month – all day

Westbury

I couldn't see any regular usage but this would make sense as we have our own accommodation there

Ann Knight 4/03/2019

Children's Centre Services Consultation 2019

This is a consultation on changes to the way that children's centre services are delivered which will open on 23rd January and run until 20th March 2019. If the proposals are agreed the changes will take place from 1st July 2019.

How we use your data

For the purposes of this survey Wiltshire Council acts as the Data Controller and by answering this survey you have given consent to the Council to process your personal data for the specific purpose of Market Research.

All your answers will be treated with the strictest confidence and your personal data will not be shared with third parties outside of the Council. Any reports made public will be anonymised so that no individual can be identified. For further information about how Wiltshire Council uses your personal data, including your rights as a data subject, please see our Privacy notice on the Wiltshire Council website

About you?

- Q1 **Page 349** Are you a children's centre user?
 Yes
x No
- Q2 If you have children, how old is your youngest child?
 Under 1 year old
 1 year old
 2 years old
 3 years old
 4 years old
 5 years or older
x Not applicable
- Q3 Are you?
 A professional with an interest in Children's Centres
 A parent or carer of a child aged under 5 years old
 A local resident
 Other

Children's Centres

- Q4 Which of the following Children's Centres is the closest to where you live?
 Calne

- Chippenham Spring Rise
- Chippenham The Rise
- Cricklade
- Royal Wootton Bassett
- Devizes
- Pewsey
- Tidworth – Windmill Hill
- Bulford
- Mere
- Salisbury - City
- Salisbury – Little Folly
- Tisbury
- Melksham – Canberra
- Trowbridge – Longfield
- Trowbridge – Studley Green
- Westbury – White Horse

The Proposal

We are proposing to change the delivery of some children’s centre services from permanent bases to community buildings.

Children’s centre services will continue to work in collaboration with health visiting and midwifery as well as with colleagues who support housing and employment. Children’s centre services will also be placed more firmly alongside the work of pre-schools, nurseries and childminders. Services in the early years will work more closely together to support the family without duplicating support. Many families choose to access advice online and so the digital offer of children’s centre services will be enhanced.

- Q5 Do you support the decision to offer children’s centre services in the community and therefore invest in staff rather than buildings?
- Strongly Agree
 - Agree
 - Neither agree nor disagree
 - Disagree
 - Strongly disagree
 - Don't know

The Westbury Children's Centre, Eden Vale Road.

When debating this proposal what should be paramount in everyone's mind **what is in the best interest of the Child/Children** of that area.

It should also be remembered that within Westbury Town 16% of the Westbury population live within the most deprived areas¹², not just Wiltshire but England, and the Westbury Children's Centre is based in the very middle of that area.

We should also understand that many families that need the Centre are disorganised and dysfunctional. Some of the children are on the At Risk Register therefore this Centre is crucial to these children and to the community. There are parents who just need assistance with parenting, home learning, domestic abuse support, employment and *healthy lifestyles; or just a nonjudgmental person to listen. This trust can only be built through time and in an environment in which people feel comfortable – with the proposed move to different venues this trust and contact will be lost.

The most recent Ofsted report³ on the Westbury Children's Centre is shown as Good, which is a better result than some of the schools in the area.

To expect families some of the most vulnerable families to remember each week or month which Centre will be open on this occasion and at what time the Centre will be open is expecting too much. There also has to be taken into consideration that families may have more than one child, all of whom got ready and either looked after, taken to nursery or school. The Westbury Centre is based to all these amenities.

The cost of travel also has to be thought about. When living on a small budget, as many are, the cost of travel to another venue is out of the question.

Within the Westbury Children's Centre is a Sensory Room. The equipment in this much used room is large, heavy, expensive, and not easily dismantled. Therefore expecting this equipment to be dismantled and reassembled, at different venues is unrealistic. To subject such a valuable piece of equipment to potential damage and loss to the community would be reckless.

As a Wiltshire Magistrate I sat for six years in the Family Court and Chairman of the Wiltshire County Family Panel for three years, I fully understand the proposal and the families involved.

The Westbury Children's Centre is trusted and needed by all the families. It would be an irreplaceable loss to the Westbury Community and the most vulnerable if it were moved from its current home. ¹

Q6 When using community venues which of the following would you most like to attend for children's centre activities (This will help us to explore the best venues for your community):

- Libraries
- Leisure Centres
- Community Halls
- Schools
- Nurseries and pre-schools
- Churches and church halls
- Cafes and coffee shops
- Health centres and GP surgeries
- Other

Q7 Page 352 Thinking about your local area, can you suggest a specific venue that would be suitable for children's centre events

_____To stay where the Centre currently is._____

How the changes might impact on you

Q8 Looking at the information showing the proposed future use of the buildings, how do you think the changes will impact on you and your family?

_____YES. Within Westbury Town 16% of the Westbury population live within the most deprived areas not just in Wiltshire but in England.
_The most vulnerable families and children live within the area of the Cente._____

Q9 What other options do you think could be considered for the delivery of children's centre services within reduced budgets?

_____Leave Westbury where it is. This will save on travelling costs not just but for staff but for the families._____

² 28% of 10-11 year olds in Westbury Community Area are obese or overweight

³ <https://reports.ofsted.gov.uk/provider/13/23577>

Thank you for taking the time to undertake this survey.

This page is intentionally left blank

Children's Centre Rationalisation Briefing No 19-002

The Westbury Children's Centre, Eden Vale Road, Westbury.

The best interests of children in the area should be paramount. This is especially important when we remember that 16% of the Westbury population lives within the most deprived areas¹ not just of Wiltshire, but of England. Westbury Children's Centre is in the middle of that area.

I am a retired midwife, who most recently worked in the Trowbridge Birth Centre. Pregnant women from Westbury already are disadvantaged by the need to travel to Trowbridge for ante and post-natal care including breast feeding support.

To disadvantage these families further by making them travel to Trowbridge to a Children's Centre which is difficult to access by public transport is not acceptable. A woman with a new baby, probably other children too will be discouraged from making this effort. This disadvantage will be exacerbated when the various timings of classes and meetings is taken into consideration.

Many vulnerable families already access Westbury Children's Centre where they find non-judgmental support and assistance with parenting, domestic abuse, home learning, healthy lifestyle, and employment issues. Or perhaps just a kind, listening ear.

The Westbury Children's Centre is such a valuable asset to this community and its families. It would be an irreplaceable loss to the community and especially to those less well-off families who live here. It would be so sad to make Westbury an even more deprived area than it already is.

¹ Reference Wiltshire Community Area JSA 2016, Health Wellbeing & Leisure

This page is intentionally left blank

Sun 17/02/2019 12:37

Sheila sheila@exertus-training.co.uk

Reference SAK/CCR/02/19

Children's Centre Rationalisation Briefing No 19-002
The Westbury Children's Centre, Eden Vale Road.

When debating this proposal what should be paramount in everyone's mind **what is in the best interest of the Child/Children** of that area.

It should also be remembered that within Westbury Town 16% of the Westbury population live within the most deprived areas^{[1][2]}, not just Wiltshire but England, and the Westbury Children's Centre is based in the very middle of that area.

We should also understand that many families that need the Centre are disorganised and dysfunctional. Some of the children are on the At Risk Register therefore this Centre is crucial to these children and to the community. There are parents who just need assistance with parenting, home learning, domestic abuse support, employment and *healthy lifestyles; or just a nonjudgmental person to listen. This trust can only be built through time and in an environment in which people feel comfortable – with the proposed move to different venues this trust and contact will be lost.

The most recent Ofsted report^[3] on the Westbury Children's Centre is shown as Good, which is a better result than some of the schools in the area.

To expect families, some of the most vulnerable families, to remember each week or month which Centre will be open on this occasion and at what time the Centre will be open is expecting too much. There also has to be taken into consideration that families may have more than one child, all of whom got ready and either looked after, taken to nursery or school. The Westbury Centre is based to all these amenities.

The cost of travel also has to be thought about. When living on a small budget, as many are, the cost of travel to another venue is out of the question therefore contact with the most vulnerable children and families will be lost..

Within the Westbury Children's Centre is a Sensory Room. The equipment in this much used room is large, heavy, expensive, and not easily dismantled. Therefore expecting this equipment to be dismantled and reassembled, at different venues is unrealistic. To subject such a valuable piece of equipment to potential damage and loss to the community would be reckless.

^[1] Reference Wiltshire Community Area JSA 2016, Health Wellbeing & Leisure

^[2] 28% of 10-11 year olds in Westbury Community Area are obese or overweight

^[3] <https://reports.ofsted.gov.uk/provider/13/23577>

As a Wiltshire Magistrate I sat for six years in the Family Court and Chairman of the Wiltshire County Family Panel for three years, I fully understand the proposal and the families involved.

The Westbury Children's Centre is trusted and needed by all the families. It would be an irreplaceable loss to the Westbury Community and the most vulnerable if this asset were moved from its current home.

Cllr Mrs Sheila Kimmins.

^[1] Reference Wiltshire Community Area JSA 2016, Health Wellbeing & Leisure

^[1] 28% of 10-11 year olds in Westbury Community Area are obese or overweight

^[1] <https://reports.ofsted.gov.uk/provider/13/23577>

Contact Email:

Sheila Kimmins

Plan for Children's Centre Services after July 1st 2019.

Children's centres will provide support in a tiered approach. There will be universal support for those with little identified need:

- We will invest in Five to Thrive, an attachment based approach which encourages parents to interact with and listen to their child, improving behaviour and parenting expectation
- Wiltshire children's centres are part of the scaling up of the Empowering Parents Empowering Communities (EPEC) programme which supports families with parenting and is facilitated by volunteers alongside a trained practitioner. This model would enable parenting support to be more accessible to parents across Wiltshire
- Open access stay and play events will be available and will have the principles of Five to Thrive as a basis of the session.

The children's centres programme will also provide additional support for families with identified need:

- There will be closer work with health visitors with a focus on identifying children early. Where there are concerns about a child at birth, six weeks or at the 9-11 month check by health visitors, families will be offered evidenced based support from the children's centre teams
- There will be an increased focus on the development of early language and communication as part of an Early Years strategy led jointly by Public Health, commissioning and the Clinical Commissioning Group
- Bookstart Bookcorner activities will be undertaken with families who need support with children's literacy
- Wiltshire children's centres already have a good relationship with Family and Community Learning, but, in the future, programmes will also need to focus on getting families into further training and work and for them to be delivered where there is an identified need.

Finally, the children's centres programme will also provide intensive support for those families with greater need:

- Wiltshire children's centres will continue to host and co-deliver Baby Steps, a nine week NSPCC evidence based programme, which supports attachment and develops parenting
- Webster Stratton Incredible Years parenting programmes will continue to be offered to parents whose children are receiving support from social care or where there is a concern that without intervention the need could escalate to social care threshold
- The Freedom programme will offer support to mothers affected by domestic abuse
- You and Me, Mum will be available for families affected by domestic abuse.
- More outreach support will be offered in homes to families where a 1:1 approach will have the greatest impact. They will use strategies from the evidenced based programmes that are used in the children's centres.

Other considerations

- Staff in children's centres have been trained in Make Every Contact Count (MECC) and this approach will support families to change behaviours that may be damaging to their health and their child's
- Wiltshire is part of a Department of Work and Pensions(DWP) Contract Package Area in the south west to deliver programmes that will work with families to Reduce Parental Conflict. This service will be available from April 2019.
- There will be a greater focus in future on monitoring outcomes and ensuring that we achieve the Troubled Families outcomes of a reduction in support from the public purse
- Local Area Co-ordinators are already in place in three Wiltshire areas and about to go live in six other areas. This role will be used to link the work of the children's centres with the wider community. Children's centres will also link more closely with the Community Engagement Managers. They will continue to be represented at Multi Agency Forums
- The Good Level of Development (GLD) for children at the end of Foundation Stage has improved year on year and it is currently at 72.1%. Focussed work is undertaken with parents in areas where there has been a low GLD. The GLD achievement gap is currently 50% and children's centre staff work with families who are eligible for Better2gether Funding, free early learning for two year olds of 15 hours a week
- Wiltshire Children's Centre staff will work closely with the early years team from Wiltshire Council to plan forum meetings and focus work so that those that are most in need receive appropriate services and support at the earliest opportunity.

We will place children's centres more firmly within an integrated offer of early help:

- Early Years Services in Wiltshire are being reviewed to offer a more streamlined approach to supporting settings. As part of this review children's centres staff will continue to link with childcare settings to offer complementary parenting support to families
- Children's centre staff will target work with settings to offer support to parents where there is a low Good Level of Development to improve the Home Learning Environment and family relationships
- Children's centre staff will check termly with settings on the progress of Better2Gether funded two-year olds and offer additional support for families where necessary
- Children's centre staff will work with the Early Years Advisory Teachers to ensure that the education offer in children's centres meets the principles and standards of the Early Years Foundation Stage and with the Inclusion Officers on accessing appropriate services
- Children's centre staff will have a process in place with health visitors that will enable support to be offered at the earliest and most appropriate point and will avoid duplication

- Centres will work with schools and preschools to identify families who have specific needs where early intervention will have a significant impact.

This page is intentionally left blank

Report to Rapid Scrutiny Exercise 15 April 2019: Proposals to Close White Horse Children's Centre

Purpose of this Document

We ask the members of the rapid scrutiny exercise to review the justifications given for the proposed closure of the White Horse Children's Centre in light of the information contained in this report.

As well as considering the results of the council's formal consultation, we also ask that the comments from parents in Westbury and Warminster in Appendix 4 are considered. These explain how children's centres make a real difference to people's lives.

Could the group please formally respond in writing and in good time on each of the 9 key points raised in the Supporting Evidence section before this issue is brought to Cabinet. The whole justification for the proposals put forward to the Children's Select Committee hinges on some key information which is incorrect – this report seeks to rectify this.

We believe if the error is corrected and the policy framework and research relating to children's centres is properly considered, the benefits of the White Horse Children's Centre will be found to clearly outweigh the very small annual cost to run it. For only £22,000 per year Wiltshire Council will then be able to demonstrate to the residents of Westbury that it is meeting a key Business Plan aspiration - to protect the most vulnerable people in its care.

Cllr Gordon King, Westbury Unitary Councillor

Cllr Ian Cunningham, Mayor, Westbury Town Council

Cllr Mike Sutton, Deputy Mayor, Westbury Town Council

Nadine Crook, mother of 2

cc: Children's Select Committee Members
Cllr Laura Mayes, Cabinet Member for Children, Education and Skills
Lucy-Anne Bryant, Lead Commissioner
Helen Jones, Director of Commissioning
Rachel Draper, Spurgeons
Westbury Town Council
Andrew Murrison MP
Nadhim Zahawi MP, Parliamentary Under Secretary of State for Children and Families

Media and social media contacts

Background

Wiltshire Council Business Plan 2017 – 2027:

“At times, we all need support. We will protect the vulnerable by intervening early, where possible, and working with partners and local communities to ensure everyone gets the support they need as soon as possible. For children, this will mean a clear focus on work in the early years.” [emphasis added].ⁱ

“One of Wiltshire Council’s 4 key priorities is “Protecting those who are most vulnerable... We want to build communities that enable all residents to have a good start in life, enjoying healthy and fulfilling lives through to a dignified end of life. We will provide people with the opportunities and skills to achieve this by investing in early intervention, prevention and promoting community inclusivity. Where care is needed, health and social care will be delivered seamlessly to the highest standards. For the most vulnerable we will work closely with health and the voluntary sector to provide appropriate, local, cost efficient and good quality care packages, support and facilities.”ⁱⁱ [emphasis added]

“We have robust decision making in place which is:

- Open, transparent and inclusive – based on good consultation and engagement with local communities; good legal and financial advice and scrutiny; and consideration of the impact on local communities and the environment...”ⁱⁱⁱ

Sutton Trust, Stop Start report:

“The major national evaluation of children’s centres and their impact (2009-14) found positive effects, especially improvement in family outcomes; these were linked to family engagement with children’s centres and service use. Families registered to centres that had experienced reductions in resources (cuts to staff and/or services) were associated with poorer effects on family outcomes, whereas effects were positive for families registered with centres that had increased resources (expanding services and/or staff) between 2011 and 2013. Positive effects were also associated with greater service use by families. The most disadvantaged groups showed stronger positive effects, and were more likely to use services at their registered local children’s centre rather than services at other centres or institutions. They might thus be more affected by cuts to provision at their local centre.”^{iv} [emphasis added]

“The core purpose of children’s centres is to improve outcomes for young children and their families and reduce inequalities between families in greatest need and their peers in:

- child development and school readiness;
- parenting aspirations and parenting skills; and
- child and family health and life chances”^v

“Life chances” covers wider issues such as parental employment and poverty prevention. The aspiration was that all families could have access to the facilities and expert staff when they needed it, helping to increase social mobility.

Executive Summary

The justification given for the closure of the White Horse Children's Centre to the Children's Select Committee meeting on 5 March 2019 hinges on some key information which is incorrect. This is likely to have led the committee to support a proposal we would hope they would otherwise not have supported and it is contrary to the aims of the Council's Business Plan. We also believe the wider policy context and research has not been considered because of this fundamental error. This research, and experience of the closure of Warminster's children's centre, has shown the proposed model will fail the local community and lead to far worse outcomes for families and children in need in the long run.

The key concerns are as follows, more detail is given in the Supporting Evidence section:

- The report stated "The centres being decommissioned are in the less deprived areas". This is incorrect. 3 of the 6 proposed closures, including the White Horse Children's Centre, are within the 12 most deprived areas in Wiltshire (out of 285 analysis areas in total ¹). The White Horse Children's Centre offers an opportunity to support a high number of families in need due to its location within one of Wiltshire's larger towns
- Meanwhile, some centres which are in areas of very low deprivation are not proposed for closure (e.g. Tidworth and Tisbury) – perhaps because some or all are located in shared community buildings so are not seen as a cost?
- 5 of the 6 centres proposed for closure would be used (rented?) by private nurseries. It is appreciated that the council is in very difficult times and savings must be made where possible. However, renting the White Horse Children's Centre to a private nursery would be to the detriment of supporting one of the most vulnerable sections of society in Wiltshire – this is contrary to the council's Business Plan
- The council's Joint Strategic Needs Assessment states that "evidence has highlighted that the most deprived 20% of areas within Wiltshire² have repeatedly poorer outcomes than the least deprived 20%. This is not new understanding but highlights that inequalities in outcomes due to deprivation still exist in Wiltshire and commissioners should continue to consider this when designing services." ^{vi} [emphasis added] In the case of Westbury, this consideration cannot have been taken into account as the report said it is not in a deprived area
- Wiltshire Council has pursued a policy to push services and groups out of the children's centres and into the community, though there is evidence that this is not the best model to use – particularly in areas of high deprivation. It is then possible to say that the centres are "underused". This could, of course, be reversed and the building could be used more effectively
- The services, information and facilities that the White Horse Children's Centre currently provides (and could provide) cannot be replicated and made as easily accessible to those most in need in other community venues
- The council does not appear to have considered the research cited in the recent paper "Stop Start" by the Sutton Trust. A quote from this is included in the Background section. The report's recommendations say "Children's centres should reconnect with their original purpose. Shifting the balance too far towards referred children and families,

¹ Indices of Multiple Deprivation, see main report section 1

² i.e. those in decile 2

away from open access... does not seem to fit well under the label of a local 'children's centre'. A good mix of children is important for social mobility and children's social development." ^{vii}

- The report makes no reference to council's own Reducing Child Poverty Strategy 2014 – 2020. This strategy recognises the essential role of the children's centres. It also proposes to enhance the role of the children's centres and states that in order to provide effective support, both children's centres and outreach services are required
- The report proposes the closures as a continuation of its "successful use of wider community venues". The evidence from Warminster, following the closure of the town's children's centre, is that the level of open access provision (and therefore access to the professional staff and the signposting they can do) dropped from all day, 5 days a week to a 1½ hour session once a week. Unless they are "in the system" already, parents in Warminster now find it very difficult or impossible to gain access to the right professionals and preventative help they need. This would be a disaster in an area of high deprivation
- Without open provision at a specific base and groups running in that base, many in need will be missed. Running a support system relying on referrals cannot pick up everyone who needs help and the Council's Business Plan seeks to promote early intervention. Research shows the impact of children's centres is far reaching and seeking to save a relatively small £22,000 per year on the White Horse Children's Centre building is short-termism ³. It will cost the council's social services budget and other government departments far more in the long-run
- The formal consultation cannot tell the whole story of how the local community feels as it effectively steers people to give the "correct" answer. It is offering the same service model to Westbury that Warminster was offered prior to the closure of its children's centre. As mentioned above, there is a virtually no support now available in Warminster to those who need it.
- The proposed closure would be contrary to Wiltshire Council's Business Plan. It would not:
 - a. "protect the most vulnerable"
 - b. "ensure everyone gets the support they need as soon as possible"
 - c. "build communities that enable all residents to have a good start in life"
 - d. be "investing in early intervention, prevention and promoting community inclusivity"
- Most of the families the children's centre currently serves in Westbury would not travel to Trowbridge for their next closest children's centre. It would be costly and is difficult with small babies

³ See Appendix 2

Supporting Evidence

1) The key statements in the report to the Children’s Select Committee that none of the proposed closures are in areas of high deprivation are incorrect.

Wiltshire Council’s document “English Indices of Deprivation 2015: Wiltshire Report”^{viii} uses the nationally recognised “Indices of Multiple Deprivation”. This is a “score” which allows deprivation levels across England to be compared. The country is segmented into many small chunks of population called “Lower Super Output Areas” (LSOAs). Wiltshire has 285 of these.

The report states that “Wiltshire’s most deprived LSOA is Trowbridge John of Gaunt - Studley green in Trowbridge. Studley green is not only Wiltshire’s most deprived location it is also the only LSOA in Wiltshire to be in the most deprived national decile. Wiltshire also holds 11 LSOAs in decile 2, 10 LSOAs in decile 3 and 17 in decile 4”.^{ix}

The maps in Appendix 1 show that the White Horse Children’s Centre is located in one of the decile 2 areas, i.e. it is in the top 12 most deprived areas in Wiltshire (out of the total 285 areas). It is also adjacent to a decile 3 area.

The March 2019 report to Wiltshire Council’s Children’s Select Committee states “The centres being decommissioned are in the less deprived areas”^x and again in the conclusion “...while protecting provision in areas of highest deprivation”^{xi}. 3 of the 6 centres proposed for closure (Cricklade, Mere and Pewsey) are all in relatively low areas of deprivation (4th decile or lower). However, as mentioned above the other 3 proposed for closure, Salisbury – City, Trowbridge – Longfield and Westbury – White Horse, are in areas of high deprivation (2nd decile).

Some other children’s centres in areas of low deprivation would be retained. For example, Tidworth is in the 4th decile and Tisbury is in the 6th decile. It appears that if a centre is part of a community hub, as is the case in Tisbury, it will be retained - even if it is in an area of very low deprivation. However, if the centre is in a building that could be leased to a private nursery it is proposed for closure – irrespective of the level of deprivation of the area (see point 2 below).

A key aim running right through Wiltshire Council’s Business Plan 2017 – 2027 is to protect those who are most vulnerable. The proposal to close the White Horse Children’s Centre is clearly contrary to this aim as the proposals do not protect provision in the areas of highest deprivation.

The White Horse Children’s Centre should be retained because it is ideally located in one of the most deprived areas of Wiltshire. There is a high population in need its services right on the doorstep that can currently access its facilities and staff easily.

2) The report has made no reference to Wiltshire Council’s Reducing Child Poverty Strategy 2014 – 2020

Poverty is one of the factors in the Indices of Multiple Deprivation, therefore the proposed closure should be considered within the framework of Wiltshire’s Child Poverty Strategy 2014 – 2020^{xii}. Some of the objectives are of particular relevance here.

“Objective 4 – Provide locally-focused support based on a thorough understanding of needs...

68. Using the Community Area Needs Assessments and the poverty indicators used in this strategy, produce a thorough multi-layered assessment of poverty for localities where child poverty is key issue. From this, assess the provision of services and support in place and engage with community area boards to discuss, develop and agree a local response. An example of multi-layered assessment can be found in appendix 1” [emphasis added]

The assessment⁴ shows a number of indicators of child poverty by community area. While some of the data is now fairly old, the strategy and therefore actions are current. Of the 10 indicators in the assessment, 8 have been highlighted in red for Westbury – i.e. they are of concern. No other community area has this many red indicators.

Westbury should be a high priority for action on child poverty. One of the key reasons the children’s centres were set up was to help tackle child poverty and the report acknowledges their importance in this, as discussed below.

The proposed closure of the White Horse Children’s Centre will have a significant negative impact on the objectives in the strategy. The Children’s Select Committee report claims the White Horse Children’s Centre isn’t in an area of high deprivation – this is not demonstrating the required “thorough understanding of needs” of the area. Also, it appears that no formal engagement has been undertaken with the Westbury Area Board by Wiltshire Council to assess the likely impact on the proposed changes on the residents of Westbury.

“Objective 1 – Provide effective support to vulnerable families with 0-5 year olds

53. Further develop the role of the children’s centres and other early year settings (including voluntary sector services) and continue to strengthen their links with community health services. Children’s Centres need a continued focus on the most vulnerable families and to provide strong outreach services. They need to provide targeted support to ensure good health, appropriate development and successful early education of young children ⁵. This will include working with the Family and Parenting Commissioning Group to develop the family support role, including supporting the benefits of paid employment. [emphasis added]

The above clearly states in order to provide effective support, both the children’s centres and outreach services are required. The strategy acknowledges the need for an open access facility in order to maximise the likelihood those most in need will be picked up.

3) Closing public children’s centre buildings to provide private nurseries with accommodation to expand

Under the Childcare Act 2006 the council has a “Childcare sufficiency duty”. This is a statutory duty to ensure there is sufficient childcare available in its area. Of the proposed 6 children’s centre closures, 5 of them would in future be used for 0 – 2 year old private nursery provision. The other location is leased, that lease would cease. Westbury costs only £22,000 per year to run the building ⁶.

⁴ See Appendix 2

⁵ See comments from Julie Shenton and links in Appendix 4

⁶ See Appendix 3 meeting notes

The children's centres were built with public money as a public facility for anyone with children between 0 and 5 years. The priority should be making the best use of public buildings rather than seeking to dispose of them wherever possible. The council's duty is to encourage the private sector to provide sufficient childcare – it is not required to provide the buildings to do so.

As 5 of the 6 proposed closures would result in nurseries taking the buildings over, this appears to be the driving force of the proposals rather than catering for the needs of vulnerable residents living in areas of high deprivation. This is contrary to the council's Business Plan.

4) The White Horse Children's Centre building is currently "underused" – due to the council's service delivery model

The council has stated that the children's centre buildings proposed for closure "...have very little service delivery taking place in the buildings." ^{xiii}

Rather than bringing a range of services together in one location as a number of other authorities have done, Wiltshire Council has made the deliberate decision, through the tendering process, to greatly reduce the number of groups run in the centres and to push them out into community venues. In taking this course of action it is of course now possible to say that "the buildings are currently underused".

Contrary to the above model, research into the effectiveness of the children's centres has shown that having a centre where families can access many services from one location and where staff work closely together is better for families and children. The greatest gains are for those in the most deprived areas ⁷. Given this evidence, the White Horse Children's Centre building could be used more effectively.

Children's centre events and services have not historically been well advertised. It is very likely that many people do not know what is actually available to them. For example, a Little Learners group that was held at the Lakeside centre in the town park in Warminster closed after only a couple of months due to poor attendance. It was very poorly advertised so no one knew that it was happening.

The statement in the report that the centres to be closed are not well attended is not due to lack of demand in areas such as Westbury. It is as a result of the council's policy of pushing services and groups out of the centres - even if this isn't the best model of delivery.

5) Westbury's Children's Centre is a centre with excellent facilities and adequate room to run groups and courses

The report claims that "rooms are small and services could be offered in the community" ^{xiv}. However, the playroom is well used as it:

- has a weekly breastfeeding support group
- has a weekly weigh in clinic
- is booked by the midwives for antenatal classes

⁷ See Sutton Report quote in Background section

- is used by Children’s centre staff for courses e.g. new parent/new baby course, parenting courses and domestic abuse courses

Other comments:

- the playroom is ideal for groups of 8-10 people
- people can often feel intimidated in larger groups and are less likely to discuss concerns
- the playroom has a lovely relaxed, welcoming feel
- there are low comfortable chairs arranged around the edge of the room
- play mats and a range of stimulating toys for babies and young children are placed in the middle
- the chairs are perfect for breastfeeding
- the room looks out onto a play area outside
- there is also a small kitchen area for making snacks and tea/ coffee
- currently families can ‘stay and play’ after a specific group or course
- the room is enclosed enough to keep warm during baby massage courses (which help parents to bond with their children)
- sections of the council use the playroom as it is an appropriate neutral facility, e.g.
- social services use it for family visits when children are in care
- the sensory room is a superb facility which has bubbles tubes, fibre optic lights, and a wide range of sensory toys. This can accommodate small groups of parents and babies/ toddlers. It can be booked by families
- there is not enough room at the centre to host a Little Learners or messy play type session, but it is well suited to the groups and courses that it currently provides there

The services and facilities that the centre currently provides (and could provide) cannot be replicated and as easily accessible to those most in need (i.e. the local community) in other community venues

6) The council proposes to close the centre to expand its “successful use of wider community venues...”^{xv}

The 2015 Cabinet report about the previous round of children’s centre closures stated that in the areas where a centre was to be closed “There will be a minimum of 1 day per week of children’s centre sessions/drop in delivered.”^{xvi} In the case of Warminster it went on to say “The school [Princecroft] is willing to offer space for children’s centre staff if required and some continued use of space for delivery of children’s centre services including access to the sensory room”^{xvii}

At the parent consultation meeting when Warminster’s children’s centre was proposed to be closed, promises were made that groups run by the professionals would continue in the town and that the sensory room would still be available for the public.

What actually happened is as follows:

- the centre was wholly taken over by Princecroft School
- no access was retained to the sensory room
- only 1 group run by staff was set up plus the breastfeeding support group (run by a volunteer). Within a couple of months the town was only left with the breastfeeding support group

When asked about this several months after the centre closed, Rachel Draper of the provider Spurgeons said “There are no plans to run a group such as Little Learners in Warminster due to the good toddler group provision already in existence. However, we have ensured there is open access to any parents who need it on a weekly basis. A staff member will be available to see parents should any parent in Warminster need support with anything. This is going to be at the same time as the weekly Mum2Mum breastfeeding group.”⁸

A Spurgeons employee does attend the breastfeeding group weekly still. However, the group is often not very well attended. The group is intended for mums to meet other mums, but because not everyone breast feeds many do not think to attend. There may well be a perception that it is mainly to help people when they are having problems. Most people do not know that a professional is available at the group and many would be working on that particular day anyway. This is the extent of open access in Warminster now – 1½ hours per week on 1 day. When the children’s centre was open staff were available all day, 5 days a week. While the current level of provision may be felt to be acceptable for Warminster as it is not an area of high deprivation, such a lack of support would be disastrous for many families living near the White Horse Children’s Centre.

In terms of the groups available in Warminster now, they are mainly run by untrained volunteers and not held at neutral locations like the children’s centre - they are in churches and a private school. These are simply not comparable to groups run by children’s centre professionals who are able to pick issues up quickly, provide appropriate support and signpost on those in need. As the Sutton Report quote in the Background section says “Positive effects were also associated with greater service use by families. The most disadvantaged groups showed stronger positive effects, and were more likely to use services at their registered local children’s centre rather than services at other centres or institutions. They might thus be more affected by cuts to provision at their local centre.”

The evidence from Warminster is that once a children’s centre closes, open support for anyone who needs it falls off the radar. It may well be the case in other areas of the county. This is not evidence of a successful model of delivery. It is evidence of abandonment of one of the original aims of the children’s centres. There was to be easy to access support for all who needed it, whatever their background. A good mix of children from all backgrounds was felt to help all children’s social mobility.

From past experience, it seems highly unlikely children’s centre staff will genuinely be running open groups in a variety of communities as the current proposals suggest. Where they do, it may be 1 session a week in a community building – this is nothing compared to what can be offered in an open access children’s centre building.

With the closure of Warminster’s centre and proposed closure of Mere and Westbury, there will be no base for Children’s Centre staff and equipment for the whole of SW Wiltshire (i.e. West of Tisbury and South of Trowbridge) – making it even less likely that open groups will continue in community venues in these areas.

It is appreciated that there is a need to provide focused services on those clearly in need. However, research has shown that some open provision is essential. This provision should include:

- organised groups open to all which have the ‘five to thrive’ educational focus
- professional staff easily available at a walk in centre

⁸ see Appendix 2

- stay and play
- breast feeding support at any time (i.e. not just a set session at week). Breast feeding of babies up to 2 years old is strongly recommended by the World Health Organisation. They cite numerous health benefits for both child and mother. Rates of breastfeeding are higher where support is available
- sensory rooms. These are highly beneficial to early years development ⁹
- readily available information – even something as simple as posters in the children’s centre toilets about domestic abuse, how to play with your child, the careers advice service and provision of chlamydia test kits can make a big difference

A base with staff on hand is required in the areas of highest deprivation – this is what the White Horse Children’s Centre is there for.

Without open provision, a specific base and groups running in that base, many in need will be missed. Running a system relying on referrals cannot hope to pick up everyone who needs help. The impact of the children’s centres can be far reaching. If the children’s centre only prevents 1 or 2 families per year breaking down / reduces domestic violence / opens the door for a few parents to get back into work / improves life chances for children so they avoid prison / promotes healthy eating and reduced obesity this will easily save social services, the police, the NHS and other government organisations far more than the £22,000 per year it costs to run the building. This is a tiny sum of money for the savings it can make in the longer term.

7) The Council’s consultation questionnaire will not represent the views of the residents of Westbury

The questions in the public consultation are leading. While a consultation has to start from somewhere, the background then questions (particularly “Do you agree with the Council’s proposal to invest in staff rather than buildings”) give the reader “Hobsons choice” so the responses will largely give the answer the council wants people to give.

Until the publicity due to the opposition to close the centre, many people were not aware of the proposals. For example the breast feeding support group, who use the building, were unaware – the volunteer had not been informed and there were no posters up in the centre asking for comments.

It should also be noted that the area is in the top decile for the “education, skills and training” index (which forms part of the indices of multiple deprivation). This means there will be a higher than normal proportion of people whose reading skills are poor – therefore their opinions are far less likely to be represented by a written, online consultation. Education, skills and training are greatly affected by early years’ provision – another reason the children’s centre is essential in this area.

Additional feedback from members of the public has been included in Appendix 4.

⁹ See <https://www.teachearlyyears.com/learning-and-development/view/sensory-rooms>

8) The council does not appear to have considered the recent paper “Stop Start” by the Sutton Trust ^{xviii}

The key recommendations of this document are in Appendix 5. The 3rd recommendation states that:

- “Children’s centres should reconnect with their original purpose. Shifting the balance too far towards referred children and families, away from open access, and merging children’s centres into preventative teams working with a very much wider age group, serves a very different function and requires very different skills. It does not seem to fit well under the label of a local ‘children’s centre’. A good mix of children is important for social mobility and children’s social development.”

The Background section of this scrutiny report also contains a relevant quote.

The council’s proposals for the White Horse Children’s Centre act against the Sutton Trust’s report recommendations, as they:

- almost wholly focus on referred children and families
- remove any open access to the facilities and staff at the centre
- will only allow open access to staff for a specific session a week (e.g. Little Learners - assuming this group continues). Many people will not be able to attend at that specific time (e.g. due to work) so will therefore have no access to the staff

9) Priorities for residents in Westbury

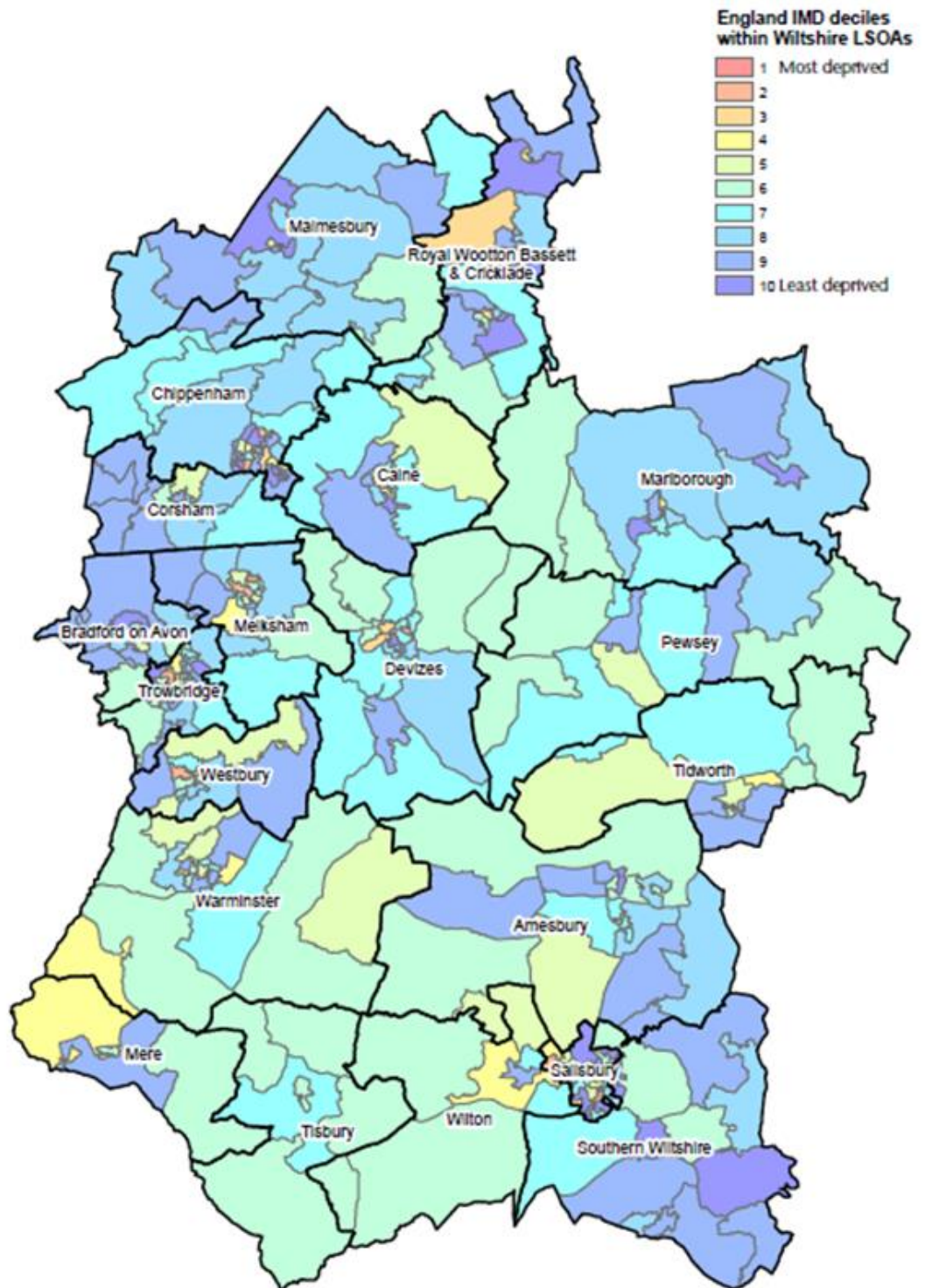
At a community event in Westbury organised by Wiltshire Council, residents voted on which issues were a priority for them. The results of this exercise are in Appendix 6. Items shown in red were deemed to be a priority.

Of the 27 issues deemed to be a priority, the children’s centre can help with at least 12 of them in the short to long term. This may be either through advice from the staff or signposting to other professionals so people can get the support they need. These 12 issues are:

- Mental and emotional health
- Child poverty
- Anti-social behavior
- Protecting the vulnerable
- Alcohol and drug abuse
- Involvement in community events
- Employment opportunities
- Mental health
- Healthy lifestyles
- Affordable housing
- Deprivation and poverty
- Community events and activities

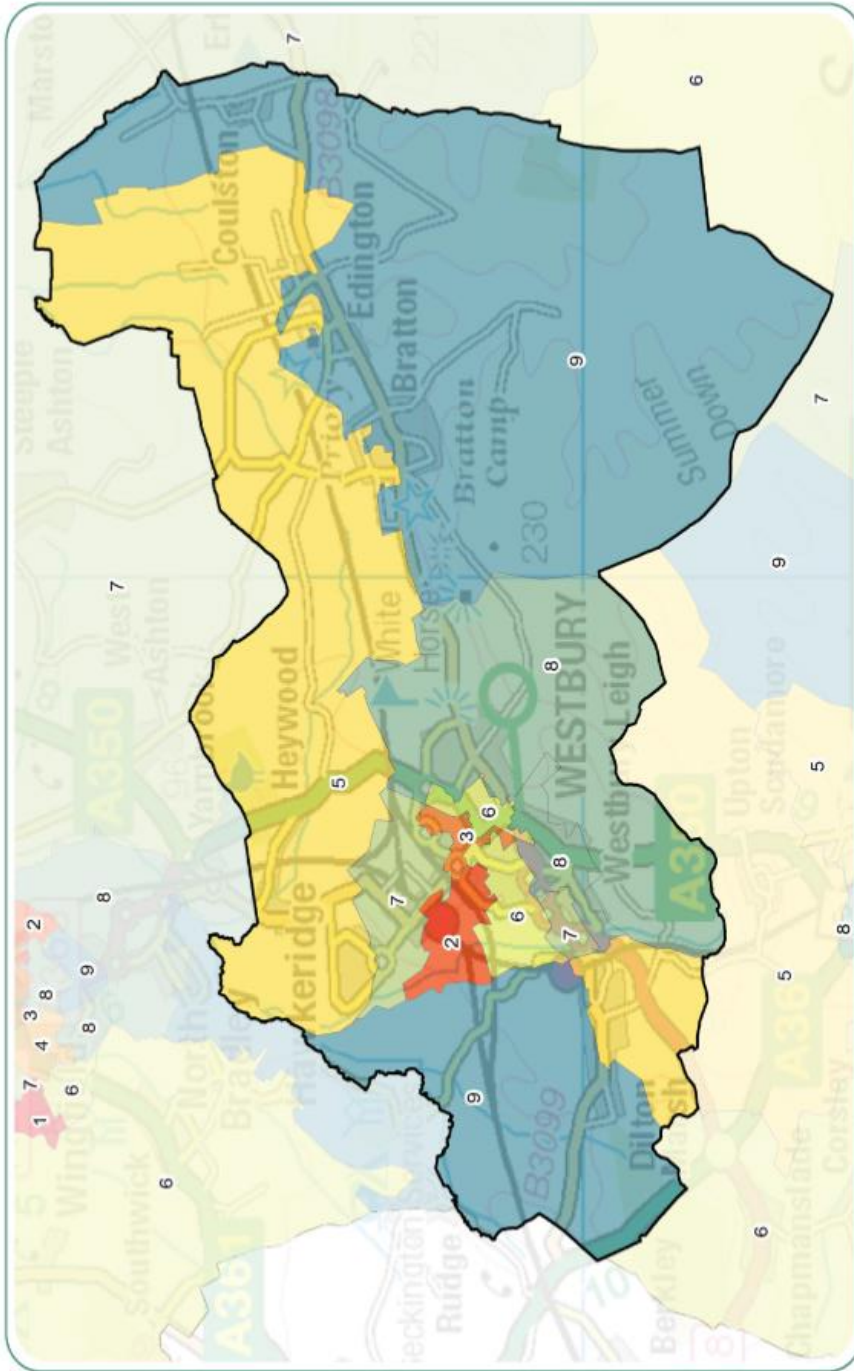
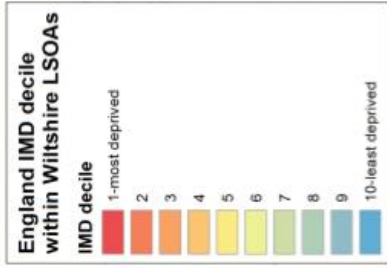
Appendix 1 – Indices of Multiple Deprivation Across Wiltshire

Figure 3: Map of Deprivation in Wiltshire with Community Areas (IMD 2015)



The area around the White Horse Children’s Centre in Westbury is in the 2nd decile in terms of deprivation (i.e. top 20% most deprived areas in the country). It is also adjacent to an area in the top 3rd decile. See overleaf for a more detailed map of Westbury.

Source: <https://www.wiltshireintelligence.org.uk/wp-content/uploads/2019/03/Wiltshire-IMD-2015-report.pdf>



©Crown Copyright and Database Rights 2016 Ordnance Survey 100049050

Source: <http://wiltshirejsa.org.uk/wp-content/uploads/2016/11/Westbury-Your-Community-Data-Pack-1.pdf>

Appendix 2 – Reducing Child Poverty Strategy 2014 – 2020

Appendix 1 – Multi-layered assessment

Community Area	Poverty measures					Associated issues					NCMP	
	DWP 2011	Census	Wiltshire data	Census	Census	Wiltshire data	DWP 2011	Indices of Deprivation 2010	Attainment gap KS2 (2012)**	Attainment gap KS4 (2012)**		Teenage conceptions year 2012/13
Amesbury	9.0%	7%	66	6.4%	3.3%	50	23	20%	310	1.6	31.8	
Bradford on Avon	9.6%	8%	69	7.2%	4.2%	32	15	14%	190	-6.9	34.9	
Calne	13.7%	11%	87	8.1%	4.7%	40	18	16%	120	24.7	20.1	
Chippenham	11.1%	9%	70	7.3%	3.6%	34	19	22%	140	15.5	28.2	
Corsham	10.9%	9%	87	6.9%	4.1%	33	18	14%	330	16.1	32.9	
Devizes	13.5%	10%	89	6.0%	4.6%	44	27	21%	430	27.0	33.3	
Malmesbury	7.5%	6%	39	7.7%	3.6%	26	10	11%	230	-1.3		
Marlborough	8.3%	7%	40	8.3%	3.6%	30	13	18%	140	15.5	62.7	
Meiksham	13.6%	11%	111	7.1%	4.0%	40	28	22%	390	19.8	25.9	
Mere	10.5%	8%	41	2.5%	3.0%	11	17	28%	60			
Pewsey	6.9%	6%	52	4.8%	3.0%	38	15	16%	110	4.9	12.5	
Royal Wootton Bassett & Cricklade	9.2%	7%	61	6.5%	5.0%	37	15	13%	250	1.4	27.8	
Salisbury	12.7%	11%	88	6.2%	6.4%	47	27	15%	220	45.7	41.3	
Southern Wiltshire	7.9%	7%	42	4.9%	3.6%	32	9	18%	260	52.7	75.3	
Tidworth	9.9%	9%	46	5.8%	4.3%	25	13	21%	140	11.0	54.3	
Tisbury	8.8%	9%	28	7.6%	2.5%	11	4	24%	100	-3.7		
Trowbridge	15.2%	12%	120	9.3%	5.1%	39	34	17%	330	17.7	21.6	
Warminster	11.2%	8%	73	5.4%	4.6%	36	22	13%	100	34.3	17.6	
Westbury	15.9%	13%	134	7.3%	5.2%	57	37	23%	210	43.3	30.6	
Wilton	9.3%	9%	54	5.6%	5.4%	22	17	7%	130		62.7	

Under the section “Independent Reviews – the case for early intervention” the following is quoted in the council’s strategy, again acknowledging the importance of centres in areas of poverty.

45. Frank Field’s “The Foundation Years: preventing poor children becoming poor adults” found that “... children’s life chances are most heavily predicated on their development in the first five years of life. It is family background, parental education, good parenting and the opportunities for learning and development in those crucial years that together matter more to children than money, in determining whether their potential is realised in adult life. The things that matter most are a healthy pregnancy; good maternal mental health; secure bonding with the child; love and responsiveness of parents along with clear boundaries, as well as opportunities for a child’s cognitive, language and social and emotional development. Good services matter too: health services, Children’s Centres and high quality childcare.” [emphasis added]

Appendix 3 – Correspondence with Wiltshire Council and Spurgeons

1) Rachel Draper e-mail to Nadine Crook re: children’s groups in Warminster

18 Apr 2017 at 13:52

Dear Nadine

Thanks for your comments. Just to let you know we are reviewing advertising across all of our areas in Wiltshire and netmums is somewhere that we would be looking to share info. This is currently under way. Posters are due to go up around Warminster shortly and the advert is ready to go, as you are aware, in the Warminster Way.

There are no plans to run a group such as Little Learners in Warminster due to the good toddler group provision already in existence.

However, we have ensured there is open access to any parents who need it on a weekly basis. A staff member will be available to see parents should any parent in Warminster need support with anything. This is going to be at the same time as the weekly Mum2Mum breastfeeding group.

There will also be a variety of different programmes being delivered across the County as we discussed before. In Warminster, we are looking to facilitate a Healthy Eating (HEY) programme over the summer. Parents will be able to book onto this too.

Kind Regards

Rachel Draper

Acting Children’s Services Manager-South East West Wiltshire Children’s Centres.

Children’s Service Lead-South Wiltshire Children’s Centres

2) Westbury Children’s Centre Consultation Meeting 26 February 2019

Parent session 12 midday – 1:15pm

Present: Lucy-Anne Bryant, Lead Commissioner, Wiltshire Council Emily Wood, Wiltshire Council (minutes) Gill Mills, Regional Manager, Spurgeons Rachel Draper, Children’s Services Manager, Spurgeons Nadine Crook and her 8 month son, Warminster resident

NC_ Previously attended Happy Feet in Warminster and has attended the Antenatal group at the White Horse Centre, currently uses Little Learners at the Leigh Park Community Centre, for which she conveyed high praise.

LAB_ Explained that there is a lack of baby and 2-year-old places in Westbury. Little Learners will continue, alongside other support. Telephone contact and online advice will be available. Reality is that footfall at White Horse is limited and we must look at how resources are best used by using community facilities.

NC_ Explained that toddler groups have a different remit, there is no emphasis on early education. Concern that groups run out of churches alienate atheists and non-Christians. There is a lack of support at these groups. Privately-run group (Court Yard) didn't provide the support that the Children's Centre offer.

NC_ Concern that services were cut when Warminster Centre closed. Feel abandoned, worry that this will be repeated in Westbury.

LAB_ Will look at Warminster services with Spurgeons. Explained that the emphasis has shifted to support the more vulnerable parents.

NC_ Feels that there was a lack of advertisement about the consultation.

LAB_ Apologised if this was the case, we were confident that all communication channels had been used (e.g. Early Years Facebook page had over 1,500 engagements).

LAB_ Looking to use the libraries and leisure centres more than previously – better links, remove the silos.

NC_ These might have a lack of changing facilities/toilets. Suggested a building in the park in Warminster that could be used. (RD noted this down).

LAB_ We need to place more emphasis on Health Visitors to inform parents of parental support opportunities. We want to promote the 'Five to Thrive' agenda and ensure that all professionals working with parents are briefed on this.

GM_ We are now in money-strapped times, we're fighting to keep the services going. It's a blunt choice between keeping buildings open or keeping staff.

LAB_ We understand that the first 1001 days are the most important. Our focus has to be now on those individuals who will not walk into a Centre.

GM_ £22,000 annual costs to run White Horse Centre (doesn't include staffing costs)

NC_ conveyed frustration that universal services have been cut, sister in Glasgow receives so much more.

GM_ we agree with NC completely.

LAB_ Explained the FACT programme, we understand the early intervention agenda. We want to change the culture so that everyone understands the importance of early intervention.

LAB_ Concluded the meeting and thanked Nadine for taking the time to attend.

Appendix 4 – Public comments

1) Petition

A Change.org petition has been set up. At 7 April 2019 this petition has 279 signatures. A paper petition used at a protest has gained an additional 13 signatures.

Several individual comments have been received, as follows:

Megan Orrell “Children’s centres are extremely valuable assets for young families. I started going to my local one in Trowbridge (now closed) shortly after my first child was born: in fact I met most of my mum friends at the under 1’s group and we are still in touch now even though our children are now at school. Myself and my children also benefited from the stay and play groups, little learners, and the breastfeeding group. I also was able to access careers advice to prepare for returning to work after a few years off. Closing these centres which support children and families is a short sighted decision, and the effects of this such as increased crime, poverty, pressure on health devices and educational underachievement will be felt in the long run.”

Kirsty Andrews “I need this centre its [sic] convenient and good for socials with other new mums”

Ian Cunningham “The center is in the ideal location close to an area of high deprivation near the site of an Infant's a Junior School. Westbury Town Council (of which I am chair/Mayor this year) unanimously opposed this closure. In other areas where the service became "virtual" this was a prelude to cuts in many areas.” [sic]

Amy Morrison “Im signing because we lost our centre in Warminster a couple of years ago and services have been reduced since. We need the westbury centre to give families a centre/hub they can access, it can be a very lonely time for new mums and having somewhere to go to meet other families i believe is essential” [sic]

Neil Harvey “It must stay open”

2) Charlene Hambly e-mail to Unitary Councillors, MP and press

Dear all,

A friend of mine, Nadine Crook, has asked me to share my experience of using children’s centres since becoming a mum in a bid to reverse the decision to close Westbury centre and raise awareness of why these centres are important.

For a little background, my name is Charlene. I am a mum of two children aged 5 and 3 years. I am also a Nurse with the majority of my experience working in Emergency Nursing and more latterly as a Nurse Specialist in health education. My Husband is also in a professional public sector role.

Our first baby was hard. I was advised to have a Caesarean section for medical reasons, which I really didn’t want, but for safety, agreed. I had great family support and a fantastic health visitor who regularly visited me at home. With hindsight and experience now, I can recognise that so many home visits are atypical and she identified that I needed support and

was teetering in the verge of post natal depression. I struggled and found it hard to bond with a baby who screamed day and night to the point I could hardly leave the house. I felt alone and isolated as my Husband worked shifts and also struggled with what was happening. Our health visitor referred us to happy feet children's centre in Warminster for baby massage where I could bond with my baby and help manage her reflux by using baby massage. She was 8 weeks old when I first attended and slowly I gained the confidence to attend other groups there. I met other mums, talked to them, made friends. It was a lifeline and I have remained friends with these women. The staff helped me to understand a baby's development, how to interact with a baby and later toddler and child and how to look after my needs and realise that I am still important.

Our family used the sensory room which our daughter loved and it was something we could do as a family and enjoy time together instead of things being hard, fraught and a struggle. Slowly, things improved as she got older and the reflux improved. I never felt judged there. Feeding her was always a nightmare with top up feeds as breast feeding wasn't enough, as well as having to give medication. Onlookers must have thought I was mad how much stuff I needed to feed her but I felt comfortable there and accepted as the staff understood us.

We loved attending the play groups and I learnt so much about crafts and playing with my baby. She loved it too and we had fun. We bonded.

I can't remember who referred me to the counsellor at the children's centre but I can honestly say that having access to a counsellor who was trained in PND in a non judgmental children's centre was truly amazing. The help and support I received there stopped me from getting worse and helped me to come to terms with so much. I never anticipated becoming a mum could be so utterly hard and without the help and support I received from this little centre just round the corner from me, things could have been so much harder.

Sadly our centre closed so my youngest child had little experience of the fantastic services they provided. I was much more confident as a mum and had a good circle of mum friends all of whom I met at groups run at the centre or nearby groups from word of mouth at the centre. A lot of groups have stopped in Warminster now too. New and existing mums need support and in the absence of parent craft classes and just two classes offered by midwives to prepare for baby (labour and breastfeeding 2 hours each) many feel overwhelmed and unsupported. We no longer live in an extended family and so much is expected from women to work and care for children and often at the expense of their own personal happiness and sanity. Professional help guidance and support is essential and should be accessible to all equally to prevent a whole load of problems for the future. Sadly everything comes down to money and targets. Hence reduced access to health visitors and no longer having parent craft lessons like our mums had. We all need education support and help. Anyone can have a baby but raising a baby who is healthy, stimulated and given the best chance in life requires education support and help.

The health of the nation is at crisis point. NHS services can no longer cope with the health and social pressures of the population as it stands today. Finally the government have woken up to the idea of enabling people to take responsibility for their own health and hence their own lives and have focused upon health education in the 10 year plan released this year. This means patients will be provided with greater education and the onus to change their lifestyle to further enhance their own lives will be upon them with the help of professionals. If we want to build upon this and ensure our pregnant mums and children have the best start in life then surely they deserve the same; education help and support. They are the next generation and papers promising change mean nothing if our children's needs aren't met. For change needs to happen pre conception ideally for such big objectives in the 10 year plan to be most successful, but for now, babies and children are the best start in harnessing a change for future generations.

In short, families need help, guidance, support and understanding. They need to learn how to be parents, the best parents that they can be. Trained staff who are passionate about this role are pivotal in shaping future generations to have the best start in life and in turn pass on their good experiences of being parented well to their own children. Our children and grandchildren deserve this.

Thank you for your time in reading this. I hope you consider some of the points raised when making your decision.

Kind regards

Charlene Hambly

3) Sally Lloyd e-mail

I am writing to the members of the children's select committee and the members of the rapid scrutiny exercise because I was shocked and saddened to hear that the White Horse Children's Centre is at risk of closure. I want to share with you how invaluable the Children's Centre has been to me, in many different ways, since becoming a Mum six years ago.

I first used the centre when my twins were only a few weeks old and at this time I used the centre a lot, attending weekly baby groups and using the sensory room. Without it I would not have had the courage, especially in the early days, to get out and about by myself. The staff were always so friendly, helpful and welcoming and gave me the confidence boost I needed to know that I was doing a good job.

The Children's Centre gave me a safe space to go to with young babies, and stopped me being confined to the house all day. It also allowed me to interact with other adults and talk to other parents going through similar things to me. For some this might have been their only opportunity to interact with other adults that day.

I was also fortunate to be able to attend the postnatal groups where I learnt about baby-led weaning, looking after teeth, safety in the home. These sessions were really useful and something, that as a Mum to young children, I might not of otherwise got round to, or had time to research myself. Being able to attend while my babies played made it really easy.

With my third child, it is extremely likely I would not have continued to breastfeed if it hadn't been for the mum2mum breastfeeding support group. At this group I received real first-hand experience from other Mum's that resulted in me succeeding through my initial struggles. After this I continued to attend the group weekly, to allow my daughter and I to socialise but also, I was then able to pass on support and advise to other Mum's.

In my opinion, if someone is struggling they are more likely to seek support/advice from someone in an informal setting, where they can drop in locally, at a time convenient to them rather than booking a formal appointment with a health visitor. The children's centre also provides a relaxed friendly space where parents can open up about problems they might be having.

At the baby and toddler sessions the trained staff were able to provide advice regarding child development, giving me lots of ideas and advice that I could use at home. At traditional toddler groups the staff are not necessarily trained in these areas so cannot provide the same level of advice and support. Baby and toddler groups ran by the Children's centre also allows staff to identify those who may need more specific advice or parents who are struggling that might otherwise be missed or not know where to seek this advice from.

Another problem with traditional toddler groups is that they are often run by volunteers and therefore could cease to run at any time, leaving lots of parents and children without a weekly group to attend.

I really hope that the White Horse Children's Centre can be saved so that many more families can continue to benefit from the support, advice and warm welcome that I have received over the past six years.

Yours faithfully,

Sally Lloyd

4) Julie Shenton, Speech and Language Therapist. Comments to Nadine Crook's Facebook Page

"We also used our children's centre when my kids were young. As a parent in a new town with no family or friends it was vital support for us and I remain friends with many of the mums and dads I met there. Early support shouldn't just be for some but for all. The opportunity for mums to learn important life skills for their own and families futures is something you can't put a price on. As a speech and language therapist sure start centres are the best place to get messages to parents on how to play and interact with their children. So many children have such poor language skills entering school and early vocabulary is the best indicator of later academic success. The government are putting millions into projects to "close the word gap" to enable social mobility but at the same time local authorities' budgets are so tight they are having to close the very centres that would help show parents how to help. It isn't very joined up thinking."

<http://www.education.ox.ac.uk/why-closing-the-word-gap-matters-new-research-finds-evidence-of-a-significant-word-gap-in-uk-schools/>

<https://www.gov.uk/government/publications/improving-social-mobility-through-education>

<https://www.eif.org.uk/report/language-as-a-child-wellbeing-indicator/>

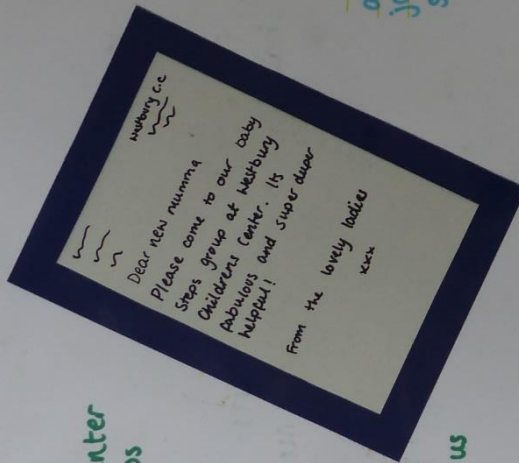
This paper highlights the importance of targeting language in SES families before 18 months. This is very much the remit of children's centres because they are key in supporting families at these earlier stages (if signposted by Health Visitors)

5) Children's Protest Poster Workshop, April 2 2019

See overleaf

I first went to Westbungs Children Center when I was invited to the Baby Steps group during my first pregnancy

I was seriously suffering with anxiety and the group was there to take away any of my worries linked to pregnancy and parenthood. It helped enormously. Not just because of the discussions but because I knew I had support. The ladies were so kind and made us feel safe.



Once I'd had my son I wanted to give back. I contacted the Childrens center and asked what training I could do in order to help other mums. They sent me to training to be a breastfeeding mentor!
After breastfeeding myself and being so passionate about it I have LOVED being able to help new mums in their breastfeeding journeys, and give them the support new mums so desperately need.

There are so many reasons the Childrens Centers need to stay open, but this is the reason closest to my heart.

Breastfeeding is one of the most rewarding and difficult things a mother can do and it breaks my heart that mums are forced to give up due to lack of support.

WE ARE CHANGING THIS!



Don't take away our opportunity to make such a huge difference in our small community!

SAVE OUR CHILDRENS CENTRE

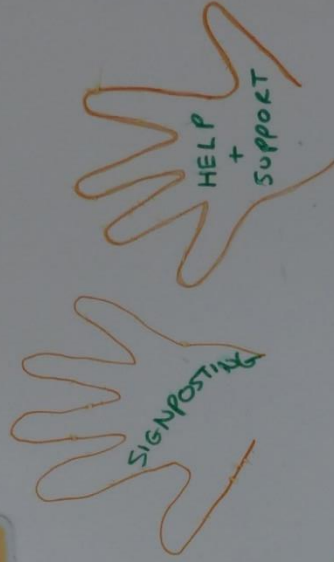
I started using Warminster Childrens Centre with my now 4 year old, when he was 4 months I didnt know anyone as I had recently moved to the area. Going to the Centre was my only opportunity to meet and talk to other grown ups. I really valued the new baby group, the messy play and sensory room. Other community groups often felt full of people who already knew each other.

It was such a Shame when the Centre closed and services did NOT continue. There was good advice on offer and we could dip in and out when we pleased.

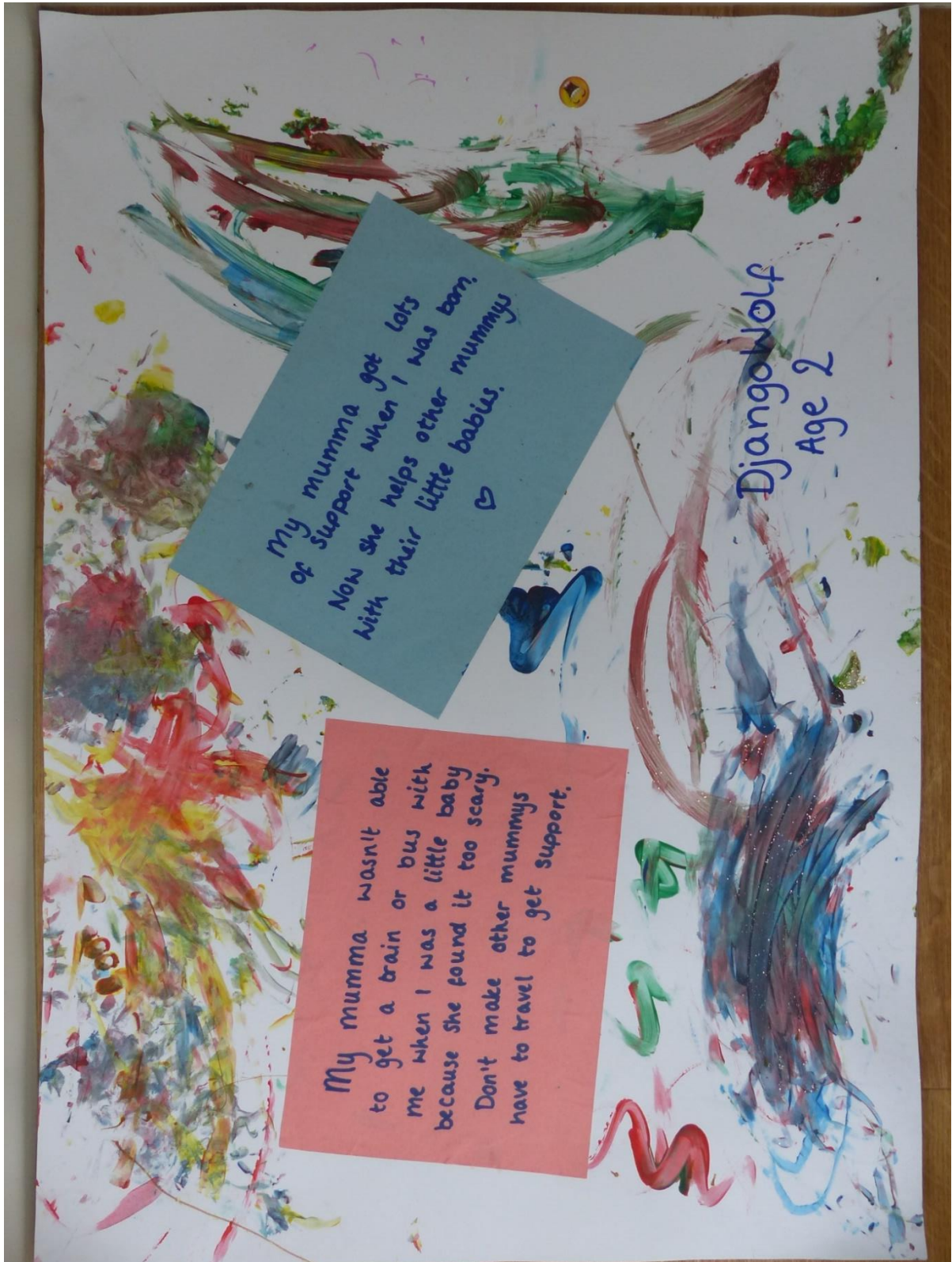
I now have an 8 month old and we have begun attending the little learners group in Warbury.

The Staff are knowledgeable, welcoming and reach out to those who appear to be struggling.

It will be a real loss to parents in Warbury to no longer have an open access base to turn to for Support.



Vicky – 3 children ages 6, 4 and 8 months



My mumma got lots
of support when I was born,
Now she helps other mummyys
with their little babies. ♡

My mumma wasn't able
to get a brain or bus with
me when I was a little baby
because she found it too scary.
Don't make other mummyys
have to travel to get support.

DjangoWolf
Age 2

DjangoWolf, age 2



Tom, age 9 months

PLEASE DON'T CLOSE

My introduction to motherhood wasn't the easiest. I was poorly, having trouble breastfeeding and pretty lonely. My health visitor recommended the breastfeeding group at the Children's Centre, which was just down the road from me. A do-able, walkable journey I felt I could manage on my own. With a grumpy, colicky baby. I had an amazing welcome and felt supported in my breastfeeding journey. I also used the Children's Centre for the weigh in clinic and as first point of contact for help + advice.

After I had settled in to being a mummy and after welcoming my second child, I decided I wanted to be able to support mums too. I trained to become a breastfeeding peer supporter based in the Westbury Children's Centre. There I have supported other mums with any breastfeeding difficulties and have also been there as someone to chat to. My toddler and I have made good friends at the Westbury Children's Centre.

If the Westbury Children's Centre closes down, parents in the community will miss out on this local lifeline, a place to go for social contact, help and advice.



OUR Childrens Centre!!!



Carrie – 2 children age 4 and 2

Support

Giving birth was TRAUMATIC! A long, exhausting labour, a large blood loss and 2 blood transfusions. It wasn't the easiest start to motherhood!

I was exhausted and wobbly from anaemia months later.

I struggled with breastfeeding it was painful and I had overactive let down so Esme would latch on then pull away and cry - I found it embarrassing feeding her in public. I went to the centre to get advice.

The staff were amazing. Breast feeding support and the

New baby / New parent group helped a lot. I bonded with my baby. Without the practical advice ^{the staff} gave me and support

from other mums. I would have really struggled.

WE NEED THE CENTRE!

Nadine - 2 children age 3 and 9 months

HELPING HANDS



Building friendships

Learning to bond with your child

Friendly, Supportive + Informative LOCAL groups

Support

No Judgement

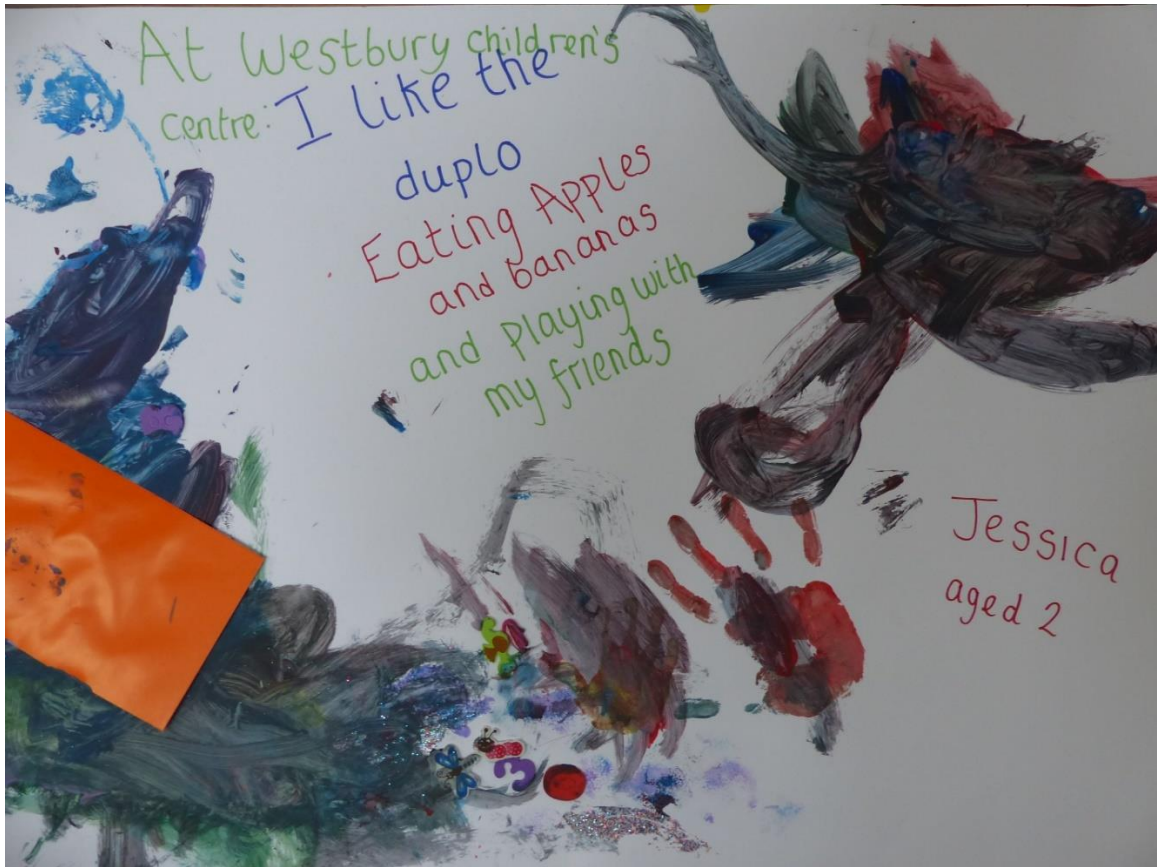
Allowing children to explore their Creativity



Shelly – 1 daughter age 4, 1 baby boy due in May



Abbie and Riley - age 10 months



Jessica – age 2



Sian – 1 daughter age 3

Appendix 5 - Sutton Report “Stop Start” Recommendations

Source: <https://www.suttontrust.com/research-paper/sure-start-childrens-centres-england/>

1. **The government should complete the long-promised review of the children’s centre programme** to confirm its national importance and overall purpose with national guidelines. This could stop the piecemeal local closure of centres which is creating a postcode lottery of provision.
2. **The central purpose of children’s centres to promote positive child and family development primarily for the 0-5 age group should be stressed.** Focusing on this age group underlines the importance of the early years in child development. Linking children’s centres closely to local nursery or primary schools fits closely with this developmental focus for children’s centres.
3. **Children’s centres should reconnect with their original purpose.** Shifting the balance too far towards referred children and families, away from open access, and merging children’s centres into preventative teams working with a very much wider age group, serves a very different function and requires very different skills. It does not seem to fit well under the label of a local ‘children’s centre’. A good mix of children is important for social mobility and children’s social development.
4. **A national register of children’s centres should be maintained which establishes minimum levels of provision for inclusion.** Clear criteria of what constitutes a ‘children’s centre’ should be established. Better and more up to date data should be collected and published nationally on all children’s centres.
5. **Once the review is completed, the government should consider re-establishing inspections of a set of core services,** to embed children’s centres as a national programme, and ensure accountability and quality of service delivery.

Appendix 6

Westbury Community Area - Local Priorities 2017 - 2019

<p>Children and young people</p> <p>Mental and emotional health 66%</p> <p>Positive leisure time activities 55%</p> <p>Child poverty 47%</p> <p>Educational attainment 43%</p> <p>Childhood obesity 32%</p> <p>Special educational needs and disability 28%</p> <p>Job prospects 28%</p> <p>Teenage pregnancy 2%</p>	<p>Community Safety</p> <p>Anti-social behaviour 79%</p> <p>Protecting the vulnerable 70%</p> <p>Alcohol and drug abuse 40%</p> <p>Highway safety 38%</p> <p>Domestic violence 30%</p> <p>Social cohesion 30%</p> <p>Emergency planning 13%</p>	<p>Culture</p> <p>Affordable access to cultural activities 60%</p> <p>Involvement in community events 55%</p> <p>Library use 53%</p> <p>Diversity and social inclusion 47%</p> <p>Heritage and history 43%</p> <p>Participation in arts 21%</p> <p>Venues for cultural activities 21%</p>
<p>Economy</p> <p>Employment opportunities 64%</p> <p>Apprenticeships and work experience 60%</p> <p>New business creation and start ups 53%</p> <p>Training and skills 49%</p> <p>Support for existing businesses 40%</p> <p>Inward investment 17%</p> <p>Debt and financial inclusion 17%</p>	<p>Environment</p> <p>Fly tipping and litter 85%</p> <p>Protecting the countryside 79%</p> <p>Wildlife and biodiversity 53%</p> <p>Recycling rates 43%</p> <p>Flooding 19%</p> <p>Improving rights of way 19%</p> <p>River quality 2%</p>	<p>Health and wellbeing</p> <p>Mental health 70%</p> <p>Physical fitness and activity 53%</p> <p>Healthy lifestyles 49%</p> <p>Support for carers 49%</p> <p>Obesity 47%</p> <p>NHS Health checks and vaccinations 28%</p> <p>Breast feeding and post natal care 4%</p> <p>Skin cancers 0%</p>
<p>Older People</p> <p>Social isolation and loneliness 87%</p> <p>Dementia 51%</p> <p>Support for carers 40%</p> <p>Safeguarding the vulnerable 32%</p> <p>Avoiding emergency admissions 30%</p> <p>Independent living 26%</p> <p>Positive activities 26%</p> <p>Poverty 9%</p>	<p>Transport</p> <p>Access to public transport 70%</p> <p>Road improvements 49%</p> <p>Highway infrastructure 45%</p> <p>Speeding and road safety 43%</p> <p>Cycling and walking 40%</p> <p>Reducing car use and traffic 19%</p> <p>Air quality 17%</p> <p>Street cleaning 17%</p>	<p>Our Community and housing</p> <p>Affordable housing 66%</p> <p>Deprivation and poverty 60%</p> <p>Community events and activities 57%</p> <p>Civic pride and participation 47%</p> <p>Volunteering 32%</p> <p>Diversity and inclusion 23%</p> <p>Homelessness 15%</p>

© Wiltshire Council: Our Community Matters Engagement Programme 2016

Source: <http://wiltshirejsa.org.uk/wp-content/uploads/2017/03/West-priorities.pdf>

References

-
- ⁱ P18. Business Plan 2017 – 2027. Wiltshire Council
- ⁱⁱ P2. IBID
- ⁱⁱⁱ P24. IBID
- ^{iv} P8. STOP START. George Smith, Kathy Sylva, Teresa Smith, Pam Sammons and Aghogho Omonigho. April 2018
<https://www.suttontrust.com/research-paper/sure-start-childrens-centres-england/>
- ^v Sure Start children’s centres statutory guidance. For local authorities, commissioners of local health services and Jobcentre Plus. DfE. April 2013
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/678913/childrens_centre_stat_guidance_april-2013.pdf
- ^{vi} P4. Wiltshire Health and Wellbeing Joint Strategic Needs Assessment (JSNA) 2017/18
<https://wiltshireintelligence.org.uk/wp-content/uploads/2017/12/Wiltshire-Health-and-Wellbeing-JSNA-ONLINE-VERSION.pdf>
- ^{vii} P6. STOP START. George Smith, Kathy Sylva, Teresa Smith, Pam Sammons and Aghogho Omonigho. April 2018
<https://www.suttontrust.com/research-paper/sure-start-childrens-centres-england/>
- ^{viii} <https://www.wiltshireintelligence.org.uk/wp-content/uploads/2019/03/Wiltshire-IMD-2015-report.pdf>. Note: 2015 was the most recent Indices of Multiple Deprivation Assessment
- ^{ix} P8. IBID.
- ^x Paragraph 3. Wiltshire Council. Children’s Select Committee. 05 March 2019. Consultation on Changes to Children’s Centre Services 2019
- ^{xi} Paragraph 29. Wiltshire Council. Children’s Select Committee. 05 March 2019. Consultation on Changes to Children’s Centre Services 2019
- ^{xii} Reducing Child Poverty Strategy 2014 – 2020. Version 1.0. Wiltshire Children & Young People’s Trust.
<https://cms.wiltshire.gov.uk/documents/s80970/Reducing%20Child%20Poverty%20Strategy%202014-2020.pdf>
- ^{xiii} Paragraph 3. Wiltshire Council. Children’s Select Committee. 05 March 2019. Consultation on Changes to Children’s Centre Services 2019
- ^{xiv} Table under paragraph 12. Wiltshire Council. Children’s Select Committee. 05 March 2019. Consultation on Changes to Children’s Centre Services 2019
- ^{xv} Paragraph 3. Wiltshire Council. Children’s Select Committee. 05 March 2019. Consultation on Changes to Children’s Centre Services 2019
- ^{xvi} Table under paragraph 4.4. Wiltshire Council. Cabinet. 15 December 2015. Children’s centre services – proposals for future service delivery following public consultation.

xvii Ibid

xviii STOP START. George Smith, Kathy Sylva, Teresa Smith, Pam Sammons and Aghogho Omonigho.

April 2018

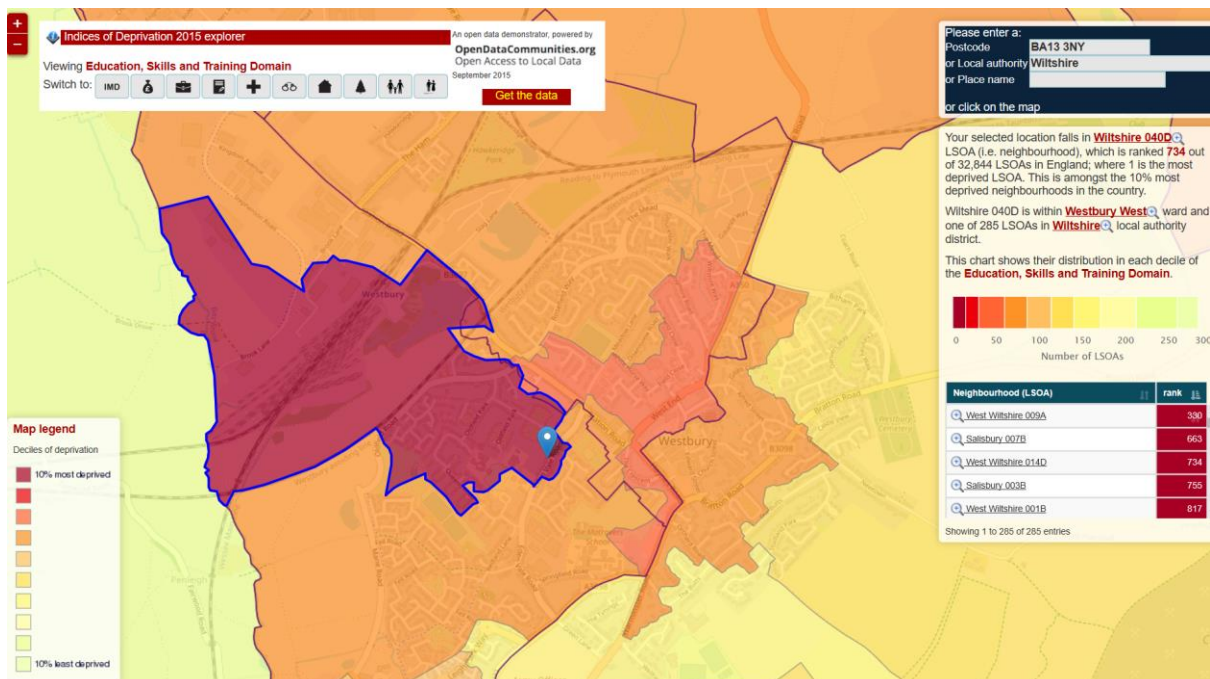
<https://www.suttontrust.com/research-paper/sure-start-childrens-centres-england/>

This page is intentionally left blank

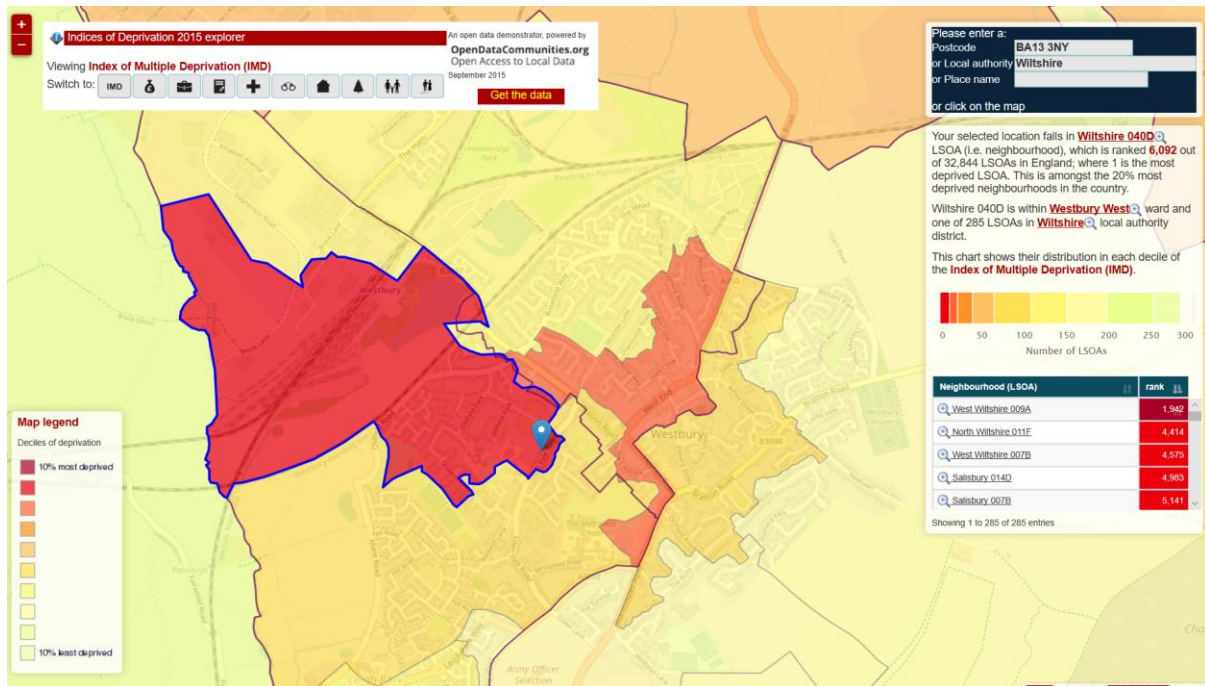
Westbury town Council fully supports the report submitted by Nadine Crook

In addition:

1. We consider this was a flawed consultation. We are concerned about the nature of the consultation questionnaire in which the questions were leading and allowed little option to take other views. For example, the first question asked respondents to say if they thought staff or buildings more important which sets up a false dichotomy between the two implying that there had to be a choice of one or another. The option to maintain both was not offered. In general, the questionnaire led people only to support the proposition.
2. Some the data used in the consultation is anecdotal e.g. asking the opinion of health visitors rather than using verified data on the subject.
3. The Wiltshire Council did not consider or offer other options. The consultation was only about the proposed solution (closing the building).
4. Westbury Town Council was not approached in the spirit of partner working.
5. The proposal would seem to be contrary to several Wiltshire Council policy including the 2014 children strategy (reducing child poverty)
6. The area of Westbury particularly served by this centre is in the bottom 10% nationally (as low as 3% in some data) for education, skills and training domain. One of the key aims of these children's centres is to ensure that children are not already significantly behind their peers in terms of development and school readiness. Statistics show that children who begin school at a disadvantage largely continue in this way. This does not seem to have been highlighted. It is also commonly accepted that failure to benefit from education can be "inherited".



This should be considered in conjunction with the index of multiple deprivations which is also high for this area:



7. The proposal as put does not support vulnerable children and families.
8. The town council is also concerned about the damage to a sense of community in the town. For a relatively small amount of money, this decision is again sending a message that even when there is a need, Westbury ranks below than other less needy locations in the eyes of Wiltshire Council.
9. The consultation was not well publicised; many in the town were unaware of it.
10. The consultation did not seem to make much of the fact that the area in which the centre is located and from which many users or potential users come, educational levels are low (LSOA is in the bottom 10% nationally in the educational domain); this means that many people there would have been unable or unwilling to respond to an online questionnaire.
11. We are also concerned that there has been considerable confusion amongst public as to the proposals around the special schools and the children's centre because the consultations ran at the same time. Some who have responded mistakenly believe that they have responded already. Some people believe that this process has been cancelled when in reality, it was the similar sounding special schools.

Cricklade Children's Centre – The RISE Trust

Children's centre services

Services already run from Peatmoor community room, and Child Health clinic at Purton Village Hall. Blue Bus planned for July and monthly from Sept 2019 at Ridgeway Farm.

Cricklade reach area covers Ridgeway Farm/ Moulden View (new development in 2017), Purton and Ashton Keynes.

There are currently **15 outreach cases open** in the Cricklade CC reach area - all are seen off site due to the distance from the existing Cricklade Children's Centre building. On average we provide outreach to 30 families per year in this area.

Run from CC	Partner service run from CC	Run off site
<ul style="list-style-type: none"> • Mum2mum • Volunteer led Stay & Play (volunteers have just put group on hold) • Baby & Me • Vulnerable Learners Network • Transition Forum • 4 parents out of 10 attended EPEC 'Being A Parent Course' at RWB Jan – March were from Cricklade reach 3 Purton, 1 Cricklade 	<ul style="list-style-type: none"> • Child health clinic and/or ASQs • Midwifery Antenatal Clinic • Visual Impairment Service - used sensory room for one family • Thames Preschool use garden for forest school. 	<ul style="list-style-type: none"> • Outreach • Bookstart Corner – Peatmoor School Community Room • Child Health Clinic – Purton Village Hall • 2yr funded Door knock – majority of families at Ridgeway Farm. • Blue Bus Sessions in partnership with Greensquare at Dogridge, Purton & Cricklade

		Monday	Tuesday	Wednesday	Thursday	Friday
RISE	AM	Stay & Play (Volunteers have put group on hold)	Nothing	Nothing	Nothing	Mum2Mum
	PM	Nothing	Baby & Me	Nothing	Nothing	Nothing
Partner	AM	Nothing	Nothing	Nothing	Midwifery	HV
	PM	Nothing	Nothing	Nothing	HV fortnightly	Nothing

Item	Value
Telephone & Internet	1,511.64
Business Rates	624.96
Contract Cleaning	2,134.08
Gas & Electric	504.86
IT Support	1,032.00
Insurance	347.45
Provision for Repairs & Redecoration	300.00
Rent	5,000.00
Repairs & Maintenance	760.00
Security & Safety	100.00
Waste Collection	160.99
Water Rates	156.00
Consumables	480.00

Total	£ 13111.98
-------	------------

Mere Children's Centre – Spurgeons

Children's centre services

There is **one outreach** cases open in the Mere CC reach area.

Other venues in Mere which can be used – The Grove Building, Library. Libraries in other towns have been used successfully for Little Learners and clinics including Marlborough and Bradford-on-Avon.

Run from CC	Partner service run from CC	Run off site
Little Learners HEY! (not running) Mum2mum (not running)	Child health clinic and/or ASQs Family Learning	Family support 2yr funded door knock

		Monday	Tuesday	Wednesday	Thursday	Friday
Spurgeons	AM	Nothing	Nothing	Little Learners	Nothing	Nothing
	PM	Nothing	Nothing	Nothing	Nothing	Nothing
Partner	AM	Nothing	Nothing	HV (once per month)	Family Learning	HV (once per month)
	PM	Nothing	Nothing	HV (once per month)	Nothing	Nothing

Item	Value
Furniture & Equipment	£0.00
Telephone & Internet	£1,700.00
Business Rates	£1,243.00
Contract Cleaning	£3,800.00
Electricity	£1,000.00
Gas	£1,100.00
Music/TV Licences	£96.00
Property Insurance	£35.00
Provision for Repairs & Redecoration	£500.00
Rent	£8,000.00
Repairs & Maintenance	£500.00
Security & Safety	£100.00
Waste Collection	£1,000.00
Water Rates	£500.00
Heating oil	
Total	£19,574.00

Pewsey Children's Centre – Spurgeons

Children's centre services

There is currently no Little Learners running in Pewsey. Possible venues for services could include the library, Vale Community Campus (opening February), Bouverie Hall etc.

There are currently **three outreach cases** in the Pewsey area.

Run from CC	Partner service run from CC	Run off site
	Child health clinic and/or ASQs	Family support 2yr funded door knock

		Monday	Tuesday	Wednesday	Thursday	Friday
Spurgeons	AM	Nothing	Nothing	Nothing	Nothing	Nothing
	PM	Nothing	Nothing	Nothing	Nothing	Nothing
Partner	AM	Nothing	Family Learning	HV Midwife	HV	Nothing
	PM	Nothing	Nothing	Nothing	Nothing	Nothing

Item	Value
Furniture & Equipment	£0.00
Telephone & Internet	£1,200.00
Business Rates	£1,027.00
Contract Cleaning	£4,200.00
Electricity	£3,900.00
Gas	£850.00
Music/TV Licences	£96.00
Property Insurance	£59.00
Provision for Repairs & Redecoration	£500.00
Rent	£4,000.00
Repairs & Maintenance	£1,000.00
Security & Safety	£200.00
Waste Collection	£308.00
Water Rates	£100.00
Heating oil	
Total	£17,440.00

Salisbury City Children's Centre – Spurgeons

Children's centre services

EPEC was run from City for the initial course, but in future would be delivered from Little Folly. All other services run from Little Folly Children's Centre. This includes Babysteps, other parenting depending upon what is running, and Freedom/You and Me, Mum – plus any Five to Thrive sessions attached to the adult sessions. Universal services are already delivered offsite at the Methodist church next door (where there is more room) and the Friary.

There are currently **eleven outreach cases** open in the Salisbury City reach area. All are seen off site.

Run from CC	Partner service run from CC	Run off site
EPEC (will run in future from Little Folly)	Child health clinic and/or ASQs	Family support Mum2Mum – Methodist Church Little Learners – Friary Community Centre Child health clinic – Methodist Church 2yr funded door knock

		Monday	Tuesday	Wednesday	Thursday	Friday
Spurgeons	AM	Nothing	Nothing	Nothing	Nothing	Nothing
	PM	Nothing	Nothing	Nothing	Nothing	Nothing
Partner	AM	Nothing	HV	Nothing	HV	HV
	PM	Nothing	HV	Nothing	HV	HV

Item	Value
Furniture & Equipment	£0.00
Telephone & Internet	£2,300.00
Business Rates	£1,175.00
Contract Cleaning	£1,200.00
Electricity	£751.00
Gas	£2,000.00
Music/TV Licences	£96.00
Property Insurance	£35.00
Provision for Repairs & Redecoration	£500.00
Rent	£9,751.00
Repairs & Maintenance	£300.00
Security & Safety	£300.00
Waste Collection	£332.00
Water Rates	£185.00
Heating oil	£55.00
Total	£18,925.00

Trowbridge Longfield Children's Centre – Spurgeons

Children's centre services

All services are now run from Studley Green Children's Centre. This includes Babysteps, EPEC (or other parenting, depending upon what is running) and Freedom/You and Me, Mum – plus any Five to Thrive sessions attached to the adult sessions.

Longfield Community Centre is currently used for delivery of universal groups; more use of this venue could be made.

There are currently **seven outreach cases** in the Longfield area, all delivered in the family home.

Run from CC	Partner service run from CC	Run off site
N/A	Child health clinic and/or ASQs	Family support Little Learners – Longfield community centre 2yr funded door knock Together for Families

		Monday	Tuesday	Wednesday	Thursday	Friday
Spurgeons	AM	Nothing	Nothing	Nothing	Nothing	Nothing
	PM	Nothing	Nothing	Nothing	Nothing	Nothing
Partner	AM	Nothing	HV	Nothing	Nothing	HV
	PM	Nothing	HV	Nothing	Nothing	HV

Item	Value
Furniture & Equipment	£0.00
Telephone & Internet	£1,500.00
Business Rates	£0.00
Contract Cleaning	£5,600.00
Electricity	£1,200.00
Gas	£300.00
Music/TV Licences	£96.00
Property Insurance	£59.00
Provision for Repairs & Redecoration	£500.00
Rent	£9,000.00
Repairs & Maintenance	£1,500.00
Security & Safety	£250.00
Waste Collection	£1,315.00
Water Rates	£550.00
Heating oil	
Total	£21,870.00

Westbury White Horse Children's Centre – Spurgeons

Children's centre services

Universal services already run from Leigh Park Community Centre. More use of this building will be considered, along with times which the library isn't open. Other venues within the reach area include Leighton Recreation Centre, Westbury Leigh Community Hall and Dilton Marsh Community Hall.

There are **four outreach cases** in the White Horse CC area.

Run from CC	Partner service run from CC	Run off site
Mum2mum Babysteps (baby massage) HEY! (not running)	Child health clinic and/or ASQs	Family support Little Learners – Leigh Park Community Centre 2yr funded door knock Together for Families

		Monday	Tuesday	Wednesday	Thursday	Friday
Spurgeons	AM	Nothing	Mum2Mum	Nothing	Babysteps	Nothing
	PM	Nothing	Nothing	Nothing	Babysteps	Nothing
Partner	AM	Nothing	Nothing	Nothing	Nothing	HV
	PM	Nothing	Nothing	Nothing	Nothing	Nothing

Item	Value
Furniture & Equipment	£0.00
Telephone & Internet	£1,500.00
Business Rates	£0.00
Contract Cleaning	£5,000.00
Electricity	£2,600.00
Gas	£2,500.00
Music/TV Licences	£96.00
Property Insurance	£59.00
Provision for Repairs & Redecoration	£500.00
Rent	£6,100.00
Repairs & Maintenance	£1,100.00
Security & Safety	£250.00
Waste Collection	£600.00
Water Rates	£1,600.00
Heating oil	
Total	£21,905.00



HOUSE OF COMMONS

LONDON SW1A 0AA

AM/JJM/12/050419

(Please ensure that the letter reference is quoted on return correspondence).

05 April 2019

The Baroness Scott OBE
Cabinet Office
Wiltshire Council
Bythesea Road
TROWBRIDGE
Wiltshire
BA14 8JN

Dear Jane,

I have received the attached letter from my constituent Nadine Crook of 71 East End Avenue, Warminster, BA12 9NF which is self-explanatory. I would be very grateful if you could say what you are able to do, to either look again at the planned closure of this much valued Children's Centre or say what alternative provision is envisaged. It could be that the plans are wrapped up with the new provision you and I discussed in Westbury with Richard Hatt.

I do appreciate the constraints on resources that you have to operate with.

Thank you for your help.

*Yours ever,
Andrew*

Copy to: Ms Crook

Enclosure

Serving South West Wiltshire

Constituency Office, Heywood House, Park Lane, Heywood, Westbury BA13 4NA
Email: andrew.murrison.mp@parliament.uk Telephone: 01225 358584
website: www.andrewmurrison.co.uk twitter: AWMurrison

71 East End Avenue
Warminster
Wiltshire
BA12 9NF

Dr Andrew Murrison
House of Commons
London
SW1A 0AA

15 MAR 2019

Dear Dr Murrison,

Re: Wiltshire County Council's proposal to close the White Horse Children's Centre, Westbury

I am writing to you because I am extremely concerned about Wiltshire Council's plan to close White horse Children's centre.

I have 2 young children (aged 3 ½ years and 8 months). I live in Warminster and I used Happy Feet Children's Centre very regularly (usually twice a week) for over a year before it was closed in 2016.

Westbury Children's Centre is now my closest centre.

The children's centre in Westbury is one of 6 centres earmarked for closure. This will continue the Council's service redesign, which in 2016 saw 13 of 30 centres closed across Wiltshire.

I have attended Westbury Children's centre for antenatal classes, used the bookshare scheme and regularly attend the Little Learners group at Westbury Leigh community centre. I can not praise the staff there enough, I have felt immensely supported.

I have huge concerns about the consultation process! It is not being carried out as a proper consultation where the views of respondents are genuinely listened to and the feedback gathered is considered. Rather the consultation meeting and the questionnaire felt like a tick box exercise (no pun intended!)

I was the only person to attend the consultation meeting on 26.2.2019. I am sure that Wiltshire Council will conclude from this that there is little interest in what happens to the centre, but I couldn't disagree more! We weren't told about the meeting happening at the Little learners group and many of the Mums I know that use the centre were also not aware that the meeting was happening. I couldn't find it on the Children's centres facebook page. It just wasn't advertised well enough.

The consultation questionnaire is very biased and starts with a leading question. *'Do you support the decision to offer children's centre services in the community and therefore invest in staff rather than buildings?'* The questions are not designed to find out what people would like to see happen but rather to rubberstamp the Council's plan. Who in their right mind would respond "no keep the building and get rid of the staff"?!

The closure of the centres has already been decided upon, it's a fait accompli. Westbury children's centre would be used as a private nursery to expand childcare provision for the 0-2 year old group. This is despite the fact that it is located in an area which is in the top 10% of most deprived areas in the whole country (on the national Indices of Multiple Deprivation) according to Wiltshire Council's own Joint Strategic Assessment document, and the population in Westbury according to the same document is set to grow!

So why is it being closed now in spite of the clear need for it to remain there, to meet financial targets of course!

Due to these financial constraints the decision has been made to focus resources on the hard to reach groups by increasing targeted provision and 'referred to' groups e.g. increasing home visits, focusing services on the most vulnerable e.g. those at risk from domestic abuse. But in doing so it is very likely that soon all universal provision that was core to the work of the children's centres service will be lost. Universal early years support is so crucial. It's arguably the most important thing we can do for our children.

Children's centres provide that safe space that anyone can go to for advice or just reassurance. The groups are an absolute lifeline to new parents! It's at these groups that you meet other new parents and realise that you aren't the only one struggling and that being a parent is hardwork, you build a network of friends that will see you through the tough times and you learn how to really nurture your child's appetite to learn.

The staff are non-judgemental, highly trained and they support you to play with your child, which is absolutely essential in developing their communication skills. This will later have a huge impact on their social relationships with other children at school and their literacy. Early vocabulary is one of the best indicators of later academic success, but whilst the government is putting millions into projects to "close the word gap" to enable social mobility, local authorities are closing down the very centres that would show parents how to help.

Before Happy Feet Children's Centre closed we attended a New Mum/ New baby course, baby massage sessions, and messy play sessions and used the sensory room regularly. We also attended fire safety and first aid sessions, did a hands on cooking class where I learnt how to make bread without salt in it, and found out about the hidden sugars in many baby foods and got also got advice on teeth cleaning.

There is a huge risk that if all provision is solely focussed on targeted services that many vulnerable parents and children will not be identified. Staff often identify people who need extra support when they attend the centre or attend groups. Health visitors are great but they are not always available and it's a very long time between scheduled visits after your baby is past the newborn stage! This unmet need will not be measured, so the problem will not be apparent until years to come when children/ young adults have much most serious problems e.g. when youth offending increases. Aren't we creating a ticking time bomb?

It was promised at the consultation meeting on 26 February, 2019 that Children Centre groups will continue to be held in other local community venues in the localities where the centres are closed. However the reality is that many groups will be lost as was the case when Warminster's Children centre closed. The only group that continued was the breast feeding support group which is run by volunteers rather than Children's Centre staff. Only recently (2 years after the closure) has a new Mum and baby course started and I attended this with my baby in September.

When a Children's centre closes it's not just the building that is lost. You gain so much by attending Children's Centre groups and courses, skills that stay with you for life and that have definitely made a massive difference to the way that I parent.

So I would urge you to do everything that you can do in your power to stop the closure of the White Horse Children's centre. It is absolutely crucial that it stays open to provide that essential safety net for the many obviously and the not so obviously vulnerable families.

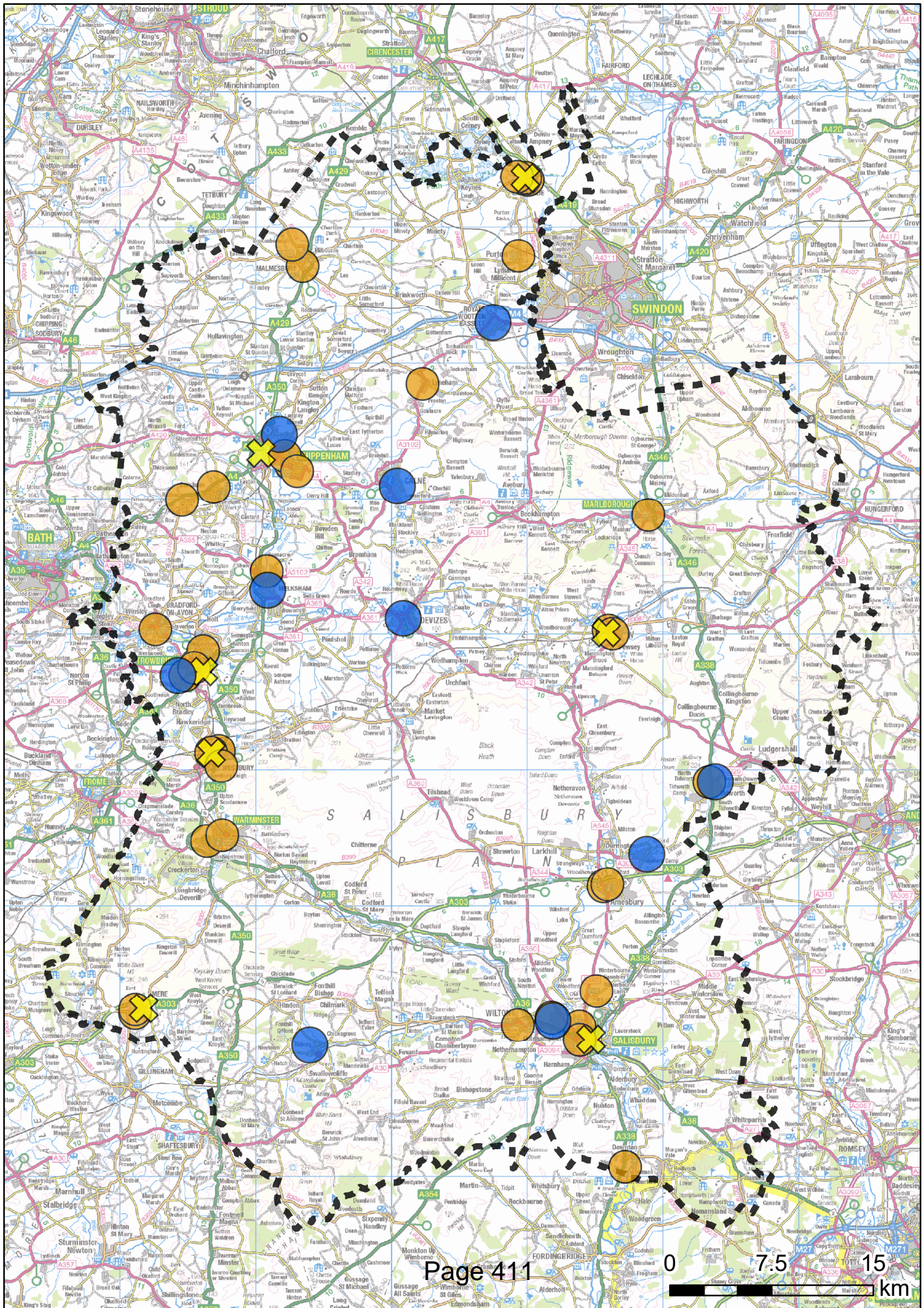
Thank you for taking the time to read this letter.

Yours sincerely,



Nadine Crook

Warminster Resident, Mother, Previous User of Happy Feet Children's Centre in Warminster and Speech and Language Therapist!



This page is intentionally left blank

Wiltshire Council

Cabinet

30 April 2019

Subject: Staff engagement survey results 2018

Cabinet Member: Councillor Richard Clewer, Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism

Ken Decision: Non-key

Executive Summary

The staff survey has been carried out biannually since 2012, with the last survey taking place in 2016 when the staff engagement index score was 58%.

Since 2016 there has been greater focus on improving staff engagement as it is proven that increased staff engagement delivers better business outcomes. The 2018 staff survey was re-modelled to be a staff engagement survey and similar questions were used to measure staff engagement. Because of the increased focus on staff engagement this index has risen to 70%.

Three areas were identified and agreed by CLT as key areas to focus on from the 2018 results as follows:

- Promoting the corporate priorities and goals
- Internal communications
- Performance management

CLT also agreed that the measurement of the staff engagement index would take place more frequently than every 2 years and that future staff engagement surveys would take the form of shorter, more frequent surveys based on the four enablers of engagement. This approach supports more timely and regular feedback from staff and establishes how effective corporate and service action plans are.

Proposal(s)

It is recommended that Cabinet notes the contents of the report.

Reason for the proposal(s)

To update Cabinet on the results of the 2018 staff engagement survey and to highlight the agreed corporate priorities for corporate and service action planning.

Terence Herbert
Executive Director

Subject: Staff engagement survey results 2018

Cabinet Member: Councillor Richard Clewer, Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism

Ken Decision: Non key

Purpose

1. The purpose of this report is to provide Cabinet with an overview of the results of the 2018 staff engagement survey, to include a summary of the key themes from the survey results and an assessment of the results against the four “enablers” contained within our adopted engagement model.
2. The report also contains the agreed corporate priorities following the results of the staff survey 2018.

Background

3. The staff survey has been carried out biannually since 2012, with the last survey in 2016. One of the key factors to compare between the staff surveys is the staff engagement index, which measures the extent that staff feel emotionally connected with their organisation i.e. that staff believe in the organisation’s goals and priorities and therefore care about doing the best job they can. In 2016 the employee engagement index figure was 58% for the whole council, increasing slightly on the result of the previous survey in 2014 when it was 56%.
4. The 2017-27 People Strategy includes a specific priority to develop and measure staff engagement and its associated benefits. Because of the increased focus on staff engagement a staff engagement officer was appointed in HR to drive the engagement agenda forward.
5. In 2017 a staff engagement initiative called #EPIC (standing for empowering people, innovation and collaboration) was launched, which included the development of a staff engagement group comprising staff from across the council. This group have launched several successful staff engagement tools including EPIC impressions and EPIC ideas all aimed at improving staff engagement.
6. In preparing for the 2018 staff survey and based on the staff engagement initiatives that have been taking place CLT approved a recommendation to develop the 2018 survey as a staff engagement survey. This resulted in the survey questions and structure being reviewed and changed to provide a more effective measurement of engagement.
7. In making these changes reference was made to an externally verified model provided by “[Engage for Success](#)”, a voluntary organisation that is aligned with the Chartered Institute of Personnel & Development (CIPD) who provide advice and support to organisations to improve employee engagement.

8. The 2018 survey was carried out between Monday 10 December 2018 and Monday 21 January 2019 and responses to the survey have now been collated to provide a corporate staff survey report as well as individual reports for each service area.

Main considerations

Response rates

9. The response rate in the 2018 survey was 63.3% (2,729 individual responses). This response rate is slightly lower than the 2016 rate of 65.7% (2,898 responses) and is likely to be attributed to the reduction in paper copies being returned by those staff without IT access.
10. Response rates varied widely by service area, but this is not unexpected, particularly in those services where large numbers of staff work variable hours, or in roles with very little corporate contact. As expected, almost two-thirds of responses (63%) came from the council's three main hubs.
11. As part of the focus on engagement, the 2018 survey gave respondents more opportunities to express their thoughts through an increased number of free-text feedback sections. Whilst this type of feedback can be challenging and time-consuming to analyse, it allows for far better assessment of our "employee voice". This provides the council with much richer information to develop appropriate action plans in direct response to the issues identified by the workforce.
12. Staff used this opportunity to submit over 5,500 free-text comments (compared to only 534 in the 2016 survey).
13. More detailed analysis is being undertaken for individual services, and specific themes will be highlighted in the service reports, together with a copy of the comments for their service area (subject to review by HR). Where comments from one service area relate to other service areas, these will be shared as appropriate.

Engagement index scores

14. To allow for comparison with previous staff survey results, the six control questions used to calculate the council's engagement index score in those surveys were retained in the 2018 survey.
15. Responses to these questions were analysed and, depending on whether responses were positive or negative, were used to identify ratios of fully engaged and fully disengaged staff, as well as the overall engagement index score.
16. The council's engagement index has increased to 70%. This is a significant increase from the previous index score of 58% and is also a much larger increase than was seen between the previous surveys in 2014 (56%), 2012 (51%) and 2011 (43%).
17. In the 2018 survey results the ratio of fully engaged staff increased slightly to 32.2% (879 respondents) from 31.7%, and there was a corresponding decrease in the number of fully disengaged staff to just 0.4% (11 respondents), previously 1.2%.
18. The improvements in the structure of the 2018 survey mean that it is now possible to analyse staff engagement rates by work location (e.g. a main hub, leisure centre, mobile/peripatetic etc.). The results have identified that work location does appear to have some influence on the level of staff engagement.

19. Mobile/peripatetic respondents showed the highest engagement scores (but conversely the lowest actual number of responses), and leisure centre based respondents indicated that they are the least engaged areas.
20. The engagement indices across the three main hubs were all very similar: 72% for County Hall, 72% for Monkton Park, and 71% for Bourne Hill – all are slightly above the corporate score.

Engagement enablers analysis

21. As this survey has been aligned to the Engage for Success model of the four enablers of staff engagement (strategic narrative, engaging managers, employee voice and integrity), the survey results have been categorised and analysed accordingly to establish a baseline score for each area. These give the council an initial position from which to consider new or revised priority areas and will also be used for comparison purposes for more frequent targeted surveys in the future.
22. Scores within each of the four enabler areas have been further divided into engagement sub-themes to allow for more detailed analysis, and to better support corporate and service-level action planning.
23. The highest scoring enabler was integrity (78% positive), and the lowest scoring enabler was strategic narrative (66%); this is manifested through lower scores in response to questions concerning corporate priorities and goals and the effectiveness of corporate communications:

Engagement enabler / theme	Positive response score
Strategic Narrative	66
Priorities and goals	63
Motivation	71
Communication	65
Engaging Managers	73
Management effectiveness	83
Performance	63
Employee Voice	72
Me and my team	75
My work environment	64
Integrity	78
Workplace values	74
Workplace experience	84
Overall council score	70

24. As these are new categories there is no comparison with previous survey results.

Reflecting on corporate priorities from 2016

25. Whilst the 2018 survey focused on staff engagement, it is also important to review survey responses against the corporate priorities identified following the 2016 survey, to assess whether the actions that were put in place have had a positive impact.

26. In 2016 four corporate priorities were agreed by the leadership team and communicated to staff:

- Improving learning and development opportunities
- Having access to the resources needed for the role
- Improving the visibility of senior management
- Improving our communication tools

27. The results of the survey in relation to these areas have been calculated as follows:

a) Availability of opportunities to learn and develop in the current role, and to support career development:

Question	2018 % positive	2016 % positive	Change in % Positive Responses (2016 to 2018)
I can find the right training and development opportunities to improve my skills	58	45	+13%
The learning and development I have received over the last 12 months has helped to develop my career	71	41	+30%

28. As can be seen, following significant efforts to address this issue the results relating to the availability and efficiency of our learning and development offer have shown a significant increase, and have returned to levels that are on a par with, or exceed, the previous highest scores.

b) Access to the resources required to effectively undertake the role

Question	2018 % positive	2016 % positive	Change in % Positive Responses (2016 to 2018)
I have the resources I need at work to do the best job I can	73	58	+15%

29. Whilst availability of resources continues to be one of the main themes mentioned in staff comments, this area also saw a significant increase in positive responses compared to 2016 and is in fact the highest score recorded since 2012.

30. It should be noted, however, that there has been considerable feedback in the comments relating to concerns about ICT. Comments indicate that concerns relate to the capacity of the ICT service to support staff and services, rather than the quality of the equipment itself as a commodity or resource which the comments in the 2016 survey suggested.

31. This improvement in the score could also be indicative of improvements in resourcing elsewhere, including the recent £1.2m investment in children's social work roles, improved safety and security equipment for civil enforcement officers, and service redesigns in areas such as adult social care (e.g. reablement) which staff may associate with facilitating better outcomes for

customers; however further analysis of the results in services will be required to fully understand the reason for this increase.

c) Visibility of Senior Management

Question	2018 % positive	2016 % positive	2014 % positive	2012 % positive	Change in % Positive Responses (2016 to 2018)
I feel our Directors and Corporate Directors are interested in our service area and the work we do [n.b. this question was previously: "our leaders (associate directors and corporate directors) are sufficiently visible"]	76	30	36	37	+46%

32. As part of the development of this staff engagement survey some questions were reviewed and changed so that staff could consider a more relevant and recognisable perception of management interest, rather than the more subjective concept of management visibility. Despite the change in the wording in the question it still retained the original sentiment.
33. Whilst it is likely that the change in the wording of this question has improved the level of positive responses it should also be recognised that, from an engagement perspective, the score is also a very positive indicator of how senior managers are now better meeting staff expectations of "being visible".

d) Effective communication

Question	2018 % positive	2016 % positive	2014 % positive	2012 % positive	Change in % Positive Responses (2016 to 2018)
The information I receive from my managers (line manager, service head, director or corporate directors) about what is going on in the council helps me do my job effectively	53	60	63	58	-7%
Senior Management (service heads, directors and corporate directors) are open and honest with staff	69	47	49	38	+22%
The corporate information I receive (including on The Wire, Electric Wire updates and global emails) is relevant, useful and informative	45	61	63	67	-16%

34. The significant increase in staff feeling that senior managers are open and honest with staff aligns with the improvements in senior management visibility described above, as these two perceptions are closely linked.
35. However, there have been reductions in positive responses relating to corporate communication/information, and to information cascaded by managers. As a result, a more comprehensive review of the current arrangements for providing and distributing corporate information and communications is required.

People Strategy values update

36. The publication of the 2016 staff survey results coincided with the introduction of the council's People Strategy for 2017-27. This strategy describes our employer brand values: Empowering People, Innovation and Collaboration (EPIC).
37. The degree to which staff identify with these values and can positively recognise them within the workplace is a significant driver of staff engagement. The 2016 survey results were used to establish initial baseline scores for each of these values, and since then there have been several EPIC staff engagement initiatives launched.
38. The 2018 survey gave us the opportunity to identify how effectively these values have become embedded in the organisation over the last two years and the results indicate that staff recognition and understanding of these values has improved consistently across all of them:

People strategy value	2018 % positive	2016 % positive	% change	2018 % negative	2016 % negative	% change
Empowering People	79	72	+7 ▲	3	10	-7 ▼
Innovation	62	46	+16 ▲	7	24	-17 ▼
Collaboration	74	71	+3 ▲	4	9	-3 ▼

39. These value scores were measured by assessing responses to 13 questions split across the three values. 10 of the 13 questions saw increases in positive responses, and all 13 questions saw a reduction in the negative responses.
40. This indicates that the people strategy values and the EPIC brand are becoming effectively embedded in our working practices, and that corporate efforts to improve staff engagement since the last survey is taking effect.
41. The overall results show positive trends in engagement and the embedding of the people strategy values, but there are still some areas where scores have reduced since 2016 or, in some cases, through a reducing trend from previous surveys.
42. The questions that saw significantly reduced positive responses can be grouped into three broad categories:
- Corporate priorities and goals;
 - Internal communications and information sharing;
 - Performance and feedback
43. The reduction in scores for these areas influences our overall engagement index score, and therefore addressing these areas is likely to lead to a further improvement in the council's engagement index score, and ratio of engaged/disengaged staff.
44. These categories are also reflected in the themes identified through the analysis of free text comments, which, as well as issues relating to ICT, include "performance management", "corporate communications" and "management support" amongst the more prevalent negative themes. The positive themes in the free text comments include "staff engagement" and "training opportunities" as well as "encouraging managers".

Corporate priorities for 2019/20

45. To continue building on the significant improvements in the council's staff engagement scores over the last two years, because of the staff survey 2018 results CLT have therefore agreed that the following areas will be the corporate staff engagement priorities:

- **Promoting the corporate priorities and goals (enabler: strategic narrative)** - The council's business plan sets out the organisation's vision and describes its priorities and goals. It is a vital aspect of engagement that all staff are aware of these, that they are visible and frequently communicated, and staff can see how the work they are doing supports the organisation to achieve them. This must also provide ongoing clarity and engender a sense of ownership around new corporate initiatives and projects designed to deliver the vision (for example, the digital programme) as they develop.
- **Internal communications (enabler: strategic narrative)** - Helping staff clearly and consistently relate to the corporate priorities requires effective and compelling communication that reaches all levels of the organisation. This must be inclusive, accessible and engaging, and should help every member of staff feel they have a stake in a common story. This means they are more likely to recognise and demonstrate our corporate values and gives staff confidence they are being listened to and their views heard.
- **Performance management (enabler: engaging managers)** – Performance management is more than completing annual appraisals; staff need to see that promoting good performance and managing poor performance is part of the council's culture. Managers need to have access to the right support and tools to help them develop staff who are performing well and be able to give effective feedback on those that are not performing as they should. Engagement (and the performance gains that can be had from it) needs managers to give regular, thoughtful, and constructive feedback on performance. An “inspiring performance” toolkit is being created and a programme of work to roll this out to all staff, along with appropriate training and support, should be considered.

46. CLT also agreed that we should measure our staff engagement index more frequently than every 2 years and therefore future staff engagement surveys will take the form of shorter, more frequent surveys based on the four enablers of engagement. This approach will support more timely and regular feedback from staff and will establish how effective corporate and service action plans are.

RECOMMENDATIONS

47. It is recommended that Cabinet notes the contents of the report.

Joanne Pitt
Director HR&OD
April 2019

Report author: Stuart Honeyball, HR Systems and Insight Manager

Wiltshire Council

Cabinet

30 April 2019

Subject: Wiltshire Council's Housing Board Annual Report

Cabinet Member: Cllr Richard Clewer – Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism

Key Decision: Non-Key

Executive Summary

The purpose of this report is to update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2017 and November 2018 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

Throughout this period, the Board has engaged in a range of activities to shape the service offered to residents and their families, further increase service quality via appropriate monitoring mechanisms, encourage resident engagement and protect the reputation of the council as a landlord by ensuring a robust Business Plan is implemented.

Areas focused on by the Board are detailed in the main body of the report, with the primary focus of the Housing Board being:

- Housing Revenue Account (HRA) Business Plan
- Asset Management Strategy (AMS)

The Board is regularly updated about the budget position of the HRA and the implications of welfare reform and policy amendments, including the rent reduction of 1% per annum for 4 years. Members are also regularly updated about Key Performance Indicators (KPIs), with the targets for said indicators being decided between the service and a sub-group of the Board.

When considering the strategic direction of the service, and the main current and future strategic risks and actions, Board members act in such a way as to complement the council's corporate Business Plan and objectives.

There is engagement between the Housing Board and the Environment Select Committee (ESC), and the Board has a scrutiny group sitting below it comprised of volunteer residents – the Challenge and Change Group.

Reforms suggested by the Board and/or the scrutiny group, have been incorporated into our service plan monitor. Members have been involved in shaping the services' Forward Work plan.

The Board's Annual General Meeting included an overview of the year,

presented by the Chairman and an update on the budget position.

Board members operate in a fair and balanced manner, maintain their independence and make recommendations to Housing Services; the Board can also make recommendations to Cabinet; however, powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013.

The Housing Board is in its second cycle of 4 years, which is linked to the council's local electoral cycle.

Proposal(s)

For Cabinet to note this Annual Report.

Reason for Proposal(s)

Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

Alistair Cunningham
Executive Director

Wiltshire Council

Cabinet

30 April 2019

Subject: Wiltshire Council's Housing Board Annual Report

Cabinet Member: Cllr Richard Clewer – Cabinet Member for Housing, Corporate Services, Arts, Heritage and Tourism

Key Decision: Non-Key

Purpose of Report

1. To update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2017 and November 2018 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

Relevance to the Council's Business Plan

2. As part of their Away-Day's and their regular meetings, the Board set future priorities, which are constructed to complement the Council's Business Plan. In respect of the Business Plan 2017-2027, the Board contributes toward creating strong communities in Wiltshire, protecting those who are most vulnerable and being innovative and effective. There is emphasis on sustainable development, safe communities, personal wellbeing, community involvement, commercialism, people, change, digital, performance and delivering together.

Overview and Scrutiny Engagement

3. This report is for noting by Cabinet and provides an update on the activities of Wiltshire Council's Housing Board. It does not require a decision to be made. The Cabinet Member for Housing, Corporate Services, Heritage, Arts and Tourism presented this report to the Environment Select Committee (ESC) at their 8 January 2019 meeting. The ESC endorsed this report.

Background

4. At its 22 January 2013 meeting, Cabinet resolved that it approved the setting up of a Management Board for the governance of council housing consisting of an equal number of Councillors, tenants and independents, with a recommendation that such a panel should be in place by April 2013.
5. Appointments to the Board were made in November 2013 and December 2013 and the Board held its inaugural meeting on 17 December 2013. In January 2014, the Board introduced 'Open Sessions' at the beginning of each meeting where residents could attend and put questions to Board members.

6. Board meetings are approximately held on a bi-monthly basis:
 - a) For the year 2018, meetings were scheduled and held in January, March, May, July (held in August), September and November.

7. The Board's Annual General Meeting was held on 26 November 2018.

Overview (December 2017 – November 2018)

8. The Board did not have a meeting scheduled for December 2017.
9. Between January 2018 and March 2018, the Board considered the strategic direction of the Housing Revenue Account (HRA) with particular emphasis on financial and budgetary matters, including:
 - a) The rent reduction of 1% per annum having reduced the Rental Income Budget by £0.294 million.
 - b) Increasing garage rents by 4% increased the Rental Income Budget by £0.013 million.
 - c) Service charges moved to full cost recovery.
 - e) There was an allowance for 3% increase in salaries to reflect inflation and increments, which is an increase of £0.089 million.
 - f) The amount Returned to Revenue Reserve was £0.245 million.
10. Furthermore, between January 2018 and March 2018, the Board contributed toward creating, reviewing and refining the HRA Business Plan and new HRA model, in the context of the main current and future strategic risks. Short, medium and long term priorities served to strategically link the service with corporate objectives.
11. Also between January 2018 and March 2018, the Board received Budget Updates, Key Performance Indicators (KPIs) data, maintained the risk register, refined the Pets Policy and supported the service in seeking TPAS (Tenant Participation Advisory Service) accreditation. The Challenge and Change Group (C&CG) is the Housing Board's scrutiny group which ensures we are compliant with the Regulatory Standards which require scrutiny. The C&CG is comprised of volunteer residents who conduct scrutiny exercises; the Board received:
 - a) An update on the Housing Board Chairman's annual meeting with the C&CG's Chair in order to inform the formal evaluation of the Group.
 - b) The Management Update Report to the 'Anti-Social Behaviour' report.
 - c) The Management Update Report to the residents' magazine 'Housing Matters' report (in the prior year, the original C&CG papers recommendations had been suspended pending further research being conducted by the service as requested by the Group, which was later presented, in turn delaying the timeframe of actions).

12. Participants also considered and made recommendations, between January 2018 and March 2018, on changes to the frequency of remuneration payments, updated and agreed new Terms of Reference and a review of all garage sites review. The need to review the Terms of Reference was a part of the Environment Select Committee agreeing for the Board to continue, after last years' review.
13. In April 2018, a small number of Board members met for the annual sub-group to set targets for the services' Key Performance Indicators (KPIs) for the year 2018/19. Attendees were presented with an End of Year Performance Report alongside the proposed targets, 1 of which was amended. Attendees also agreed that a full review of key performance indicators should be conducted in the current year and for this to include:
- a) Costs, benefits, achievements and benchmarking, when considering the appropriateness of current and proposed KPIs.
 - b) Separating KPIs from general Business Information.
 - c) Moving from 4 to 2 repair classifications ('urgent' and 'non-urgent').
14. In May 2018, members continued a focus on risk management and Key Performance Indicators, which included more in-depth information around complaints alongside the 2017/18 End of Year report and the sub-group reporting back, which included agreed targets for the year 2018/19 which were constructed to complement the Board's priorities, and the KPI outcomes for 2018/19 Q1. The Board also received the SWAP Audit report on Rents, budget update, supported and voted in favour of stage 2 of the new house building programme, received the end of year 2 progress report in respect of the Asset Management Strategy (AMS). The Challenge and Change Group presented papers to the Board:
- a) 'Garages' report.
 - b) The Management Response to the 'Garages' report.
15. In June 2018, Board members were informed that:
- a) Councillor John F. Smale (formerly Chairman of the Housing Board) was no longer involved with housing or the Housing Board.
 - b) Councillor Richard Clewer, our Cabinet Member, was now directly responsible for the Housing Board and would chair future Board meetings.
 - c) Councillor Ashley O'Neill was the new Portfolio Holder for Housing and Electoral Review, although he was likely to focus on non-HRA housing duties.
16. The July 2018 meeting was put back to August 2018 and the Board enjoyed public attendance from both residents and media, and welcomed the newly appointed Director of Housing and Commercial Development. Members considered the works being undertaken at The Friary and resolved that the service would review the implications for leaseholders when major works are undertaken. A written response was provided to the leaseholders whom attended the Board meeting.

17. Also at the July 2018 meeting (held in August 2018), members were provided with updates around the council house building programme and the repairs and maintenance service, as Cabinet had agreed in principle to bringing Responsive Repairs work in-house and this may later be extended to include works undertaken by Ian Williams Ltd. These changes are expected to be implemented over the next 3 years and the C&CG supported this. The Annual Report to Tenants and Leaseholders was agreed and key performance indicators were studied, along with a budget update and further discussion around the Business Plan.
18. At its September meeting, held in Amesbury, Members contributed to the Chairman's response to the Governments Green Paper and endorsed the Housing Revenue Account (HRA) borrowing bid being taken to the council's Cabinet and received a leaseholders briefing, including future work to be undertaken by the service. A prior suggestion from the C&CG around promoting the ability for leaseholders to overpay, prior to receiving a bill, had not been performed as expected and the Board determined this needed to be fulfilled. Members agreed the scope of the leaseholders review.
19. The Board's September 2018 meeting included:
- a) The C&CG's 'Local Housing Panels' report.
 - b) The Management Response to the 'Local Housing Panels' report.
 - c) A draft work-in-progress Resident Engagement Plan.
 - d) Aligning the C&CG's work year to the financial year.
20. Furthermore, at their September 2018 meeting, Board members evaluated the Garage Sites Options Appraisals giving due attention to the services 30 Year Business Plan and the council's corporate Business Plan. Members supported the progression of the preferred option for each site and noted that the Head of Housing – Strategy and Assets would soon depart the council.
21. In November 2018, the Board held its fifth Annual General Meeting, which included a Housing Revenue Account (HRA) Finance Update and the Chairman's overview of the year. Opportunities were provided for questions to be put to the Chairman. There were no public attendees beyond the members of the Challenge and Change Group.
22. Immediately following the AGM meeting, the Board held its regular meeting, which was dedicated to 4 significant priority items:
- a) STAR Survey – Outcomes, which is a survey of residents conducted every 2 years.
 - b) KPIs for 2018/19 Q2 and the outcome of the KPI review sub-group. This also included the Challenge and Change Group presenting their tenth project 'Planned Maintenance: Key Performance Indicator' and the management response.
 - c) Resident Engagement Plan.
 - d) Business Plan (analysis around lower spend on Responsive Repairs).

23. The Challenge and Change Group works with the Housing Board. To date, the group has produced a number of reports:

- (a) **Project #1 – ‘Introduction to a Tenancy’ (July 2015).**
The report was presented at the Board meeting held on 27 July 2015. The management response was presented at the Board meeting held on 5 October 2015. A management response update was presented at the Board meeting held on 25 January 2016.
- (b) **Project #2 – ‘Voids’ (October 2015).**
The report and management response were presented at the Board meeting held on 30 November 2015. A management response update was not required.
- (c) **Project #3 – ‘Planned Maintenance: Kitchens and Bathrooms’ (March 2016).**
The report and management response were presented at the Board meeting held on 21 March 2016. A management response update was presented at the Board meeting held on 5 September 2016. At the September 2017 meeting, it was agreed that a further management update report would be circulated, along with the original report. This was circulated in December 2017.
- (d) **Project #4 – ‘Housing Matters’ (June 2016).**
The report and management response were presented at the Board meeting held on 5 September 2016. The Board placed the recommendations on hold, pending the outcome of a residents’ survey. The findings of the research were presented to the Board on 27 March 2017 and a management response update was presented on 25 September 2017. A further management response update was presented at the Board meeting held on 26 March 2018.
- (e) **Project #5 – ‘Grounds Maintenance (particularly grass cutting)’ (November 2016).**
The report and management response were presented at the Board meeting held on 27 March 2017. A management response update was not required.
- (f) **Check-Back #1 – Verbal Exercise (November 2016).**
The group spoke with the appropriate officers, to establish if their recommendations had been implemented, the impact of their recommendations and to gain the feedback of officers. The group provided a verbal update to the Housing Board on 27 March 2017.
- (g) **Project #6 – ‘Leaseholder Involvement in Maintenance Matters and Leaseholder Handbook’ (March 2017).**
The report and management response were presented at the Board meeting held on 27 March 2017. A management response update was later provided verbally.

- (h) **Joint Project #1 – ‘New Ways of Working: Recruitment and Collaboration’ (June 2017).**
The group worked in collaboration with Paragon Community Housing’s scrutiny team (now PA Housing). The report and management response were presented at the Board meeting held on 25 September 2017. A management response update has been timetabled for January 2018. The report was formally ‘launched’ by the partners at a TPAS (Tenant Participation Advisory Service) regional event on 27 September 2017.
- (i) **Project #7 – ‘Anti-Social Behaviour’ (November 2017).**
The report and management response were presented at the Board meeting held on 27 November 2017. A management response update was presented at the Board meeting held on 26 March 2018.
- (j) **Quick Look Exercise #1 – ‘Fire Safety’ (November 2017).**
The short viewpoint report has been presented to the service.
- (k) **Project #8 – ‘Garages’ (April 2018).**
The report and management response were presented at the Board meeting held on 21 May 2018. As the outcomes were folded into the ongoing Garage Sites Review, a further update was not required and thus not timetabled.
- (l) **Project #9 – ‘Local Housing Panels’ (June 2018).**
The report and management response were presented at the Board meeting held on 24 September 2018. A management response update has been timetabled.
- (m) **Project #10 – ‘Planned Maintenance: Key Performance Indicator’ (September 2018).**
The report and management response were presented at the Board meeting held on 26 November 2018. A management response update was not required and thus not timetabled.

Priorities

24. The Board has previously recommended to the service that the following strategic matters be prioritised, as noted in the minutes of their meeting held on 23 May 2016:

- a) “That the main 2 priorities, in respect of the Housing Revenue Account, be:
- Asset Management Strategy.
 - Housing Revenue Account Business Plan.

Furthermore, in respect of the 2 priorities, above:

- The Board endorses the service having the flexibility to utilise additional resource, as and when required, within the overall finances of the Housing Revenue Account.
- That when the first version of the Asset Management Strategy is presented, it will include proposals for resident consultation, and the full Asset Management Strategy is to be delivered over the coming 12 to 18 months.”

25. Board members operate in a fair and balanced manner, maintain their independence and make recommendations to Housing Services; the Board can also make recommendations to Cabinet; however, powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013.

Membership and Attendance Record (December 2017 – November 2018)

26. Attendance relates to Board meetings only (that is, the figures exclude Away-Days, sub-groups, etcetera).

27. Of the 6 meetings held in 2018, attendance was:

WCHB Member	29/01	26/03	21/05	13/08	24/09	26/11	Total
Councillor Richard Clewer	Not member; attended as a guest 29/01, 21/05			✓	✓	✓	3 (100%)
Councillor Ashley O'Neill	Not a member of the Housing Board; attended as a guest on 13/08 and 24/09						N/A (N/A)
Councillor John F. Smale	✓	✓	✓	No longer involved with the Housing Board			3 (100%)
Rachael Arnott (Tenant Member)	✓	✓	✓	✓	✗	✓	5 (83.3%)
Angela Britten (Tenant Member)	✓	✓	✗	✓	✗	✓	4 (66.6%)
Robert Chapman (Independent Member)	✓	✓	✓	✓	✓	✓	6 (100%)
Cindy Creasy (Independent Member)	✓	✓	✓	✓	✗	✓	5 (83.3%)
Councillor Brian Dalton	✓	✓	✓	✓	✗	✓	5 (83.3%)
Jacqui Evans (Independent Member)	✓	✓	✓	✓	✓	✗	5 (83.3%)
Lorraine Le-Gate (Tenant Member)	✗	✗	✓	✓	✓	✓	4 (66.6%)
Councillor Fred Westmoreland	✓	✓	✓	✓	✓	✓	6 (100%)

28. Of the 4 meetings held in 2017, attendance was:

WCHB Member	30/01	27/03	May	July	25/09	27/11	Total
Councillor Richard Clewer	✓	✓	Became Cabinet Member				2 (100%)
Councillor John F. Smale	Not Appointed		Governance Review		✓	✓	2 (100%)
Rachael Arnott (Tenant Member)	Appointed November 2017					✗	0 (0.0%)
Angela Britten (Tenant Member)	✗	✓	Governance Review		✓	✓	3 (75.0%)
Robert Chapman (Independent Member)	✓	✓	Governance Review		✓	✓	4 (100%)
Cindy Creasy (Independent Member)	✓	✗	Governance Review		✓	✓	3 (75.0%)
Councillor Brian Dalton	Appointed November 2017					✓	1 (100%)
Jacqui Evans (Independent Member)	✓	✓	Governance Review		✗	✗	2 (50.0%)
Lorraine Le-Gate (Tenant Member)	✓	✓	Governance Review		✓	✓	4 (100%)
Emma Powell (Tenant Member)	Stepped down in January 2017						N/A (N/A)
Councillor Ian Tomes	✓	✓	Not re-elected				2 (100%)
Councillor Fred Westmoreland	✓	✓	Governance Review		✓	✓	4 (100%)

29. Of the 6 meetings held in 2016, attendance was:

WCHB Member	25/01	21/03	23/05	05/09	03/10	28/11	Total
Councillor Richard Clewer	✓	✓	✓	✓	✓	✓	6 (100%)
Angela Britten (Tenant Member)	✗	✓	✓	✓	✓	✗	4 (66.6%)
Robert Chapman (Independent Member)	✓	✓	✓	✓	✓	✓	6 (100%)
Cindy Creasy (Independent Member)	✓	✓	✓	✗	✓	✓	5 (83.3%)
Jacqui Evans (Independent Member)	✓	✗	✗	✗	✗	✓	2 (33.3%)
Lorraine Le-Gate (Tenant Member)	✓	✓	✗	✓	✗	✓	4 (66.6%)
Emma Powell (Tenant Member)	✓	✓	✓	✗	✓	✗	4 (66.6%)
Councillor Ian Tomes	✓	✓	✓	✓	✓	✓	6 (100%)
Councillor Fred Westmoreland	✗	✓	✓	✓	✓	✓	5 (83.3%)

Overview and Scrutiny Engagement

The Environment Select Committee considered this report at their [8 January 2019](#) meeting. The Committee resolved to endorse the Housing Board's Annual Report.

Safeguarding Implications

30. There are no significant safeguarding implications associated with this report.

Public Health Implications

31. There are no significant public health implications associated with this report.

Procurement Implications

32. There are no significant corporate procurement implications associated with this report; although should the Board make recommendations regarding procurement of services to be delivered to residents, then this will become a consideration.

Equalities Impact of the Proposal

33. All Board members operate in and treat all residents in a fair and balanced manner, maintain their independence and make recommendations to Housing Management. Board members do not represent a particular area; they represent all council residents in the county of Wiltshire and make recommendations in the best interests of all council residents in Wiltshire.

Environmental and Climate Change Considerations

34. There are no significant environmental or climate change implications associated with this report.

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

35. Wiltshire Council's Housing Board would fail to meet the requirements of its Terms of Reference, namely to provide an Annual Report to Cabinet and potential deterioration of or missed opportunity to improve services if the Board were not to focus their efforts on the identified priorities. This paper is only for noting.

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

36. Wiltshire Council's Housing Board may fail to make recommendations which improve services for residents and their families, missing an opportunity for improvement, or make recommendations which leads to a deterioration of service quality. This paper is only for noting.

37. Powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22

January 2013. The Board makes recommendations to Housing Management and can make recommendations to Cabinet.

Financial Implications

38. There are no significant financial implications associated with this report.

Legal Implications

39. There are no significant legal implications associated with this report.

Options Considered

40. A formal report to Cabinet is required. No alternative options were considered.

Conclusions

41. There is increasing evidence that Wiltshire Council's Housing Board is having a positive impact on the quality of service provision to residents and their families, has itself created an additional opportunity for residents to engage with the service and shaped further engagement opportunities.

Proposal

42. For Cabinet to note this Annual Report.

Reason for Proposal

43. Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

Simon Hendey (Director - Housing and Commercial)

Report Author: Ian Seeckts, Governance and Scrutiny Officer,
ian.seeckts@wiltshire.gov.uk, Tel: 01722 434353

17 January 2019

Appendices

Appendix 1 – Housing Priorities and Workplan (April 2016).

Appendix 2 – Service Plan Monitor (external PDF file).

Background Papers

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

None.

Appendix 1

(please note: document relates to multiple housing services, not just the council’s landlord business which are highlighted in orange)
Please also consider Appendix 2: Service Plan Monitor (external Excel file).

Housing Priorities and Workplan (April 2016)

Priority	Action(s)	Lead Officer	Target date	Notes
1 Ensure residents are able to access a range of housing and care options to meet needs	a) New Build programme and delivery of new affordable housing to meet need I. Council house build programme	Tim Bruce	March 2018	
2 Make best use of existing housing stock in Wiltshire	a) Develop an asset management strategy for council housing stock to include; <ul style="list-style-type: none"> i. Options for regeneration of The Friary (security doors) ii. Disposal strategy and strategy for high value stock iii. Sheltered housing review/remodelling proposals iv. Strategy for garages v. General stock issues e.g. Bemerton vi. Approach to adapted properties vii. Void standard 	Tim Bruce	March 2017	Needs to be completed within next 12 months

3 Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes	a)	Review and procure planned and responsive maintenance contracts (i) Consult with managers (ii) Agree how to involve staff & residents (iii) Clarify timeline/project plan (iv) Review policies and procedures	Janet O'Brien	September 2017	Interim options followed by long term options going forward
	b)	Review HRA Business Plan (i) budget (ii) impact of housing & planning bill and welfare reform (iii) update policies e.g. tenancy policy (iv) Review service charges including leaseholds (i) Review staff structure in line with agreed priorities	Nicole and Janet – along with finance	April 2017	
	c)	Explore options for delivering ongoing efficiencies and savings across HRA and general fund	All managers	April 2017	
	d)	Review of the Housing Board	James	October 2016	Looking to appoint a consultant

4 Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services	<p>a) Review and develop statutory strategies and policies</p> <ul style="list-style-type: none"> (iii) Tenancy Strategy (iv) Update of policies including Debt policy to reflect legislative changes and audit requirements (v) Update of procedures to reflect changes of policy 	Helen Taylor and Ian Seeckts	Review by December 2016	JC to discuss with Robin
	<p>b) Review and consider the impact of any legislative or policy changes</p> <ul style="list-style-type: none"> (i) Impact of Welfare Reform on existing Wiltshire Council tenants (ii) Response of other providers to these changes – understand the impact of this (iii) Support and options for tenants impacted by these changes (iv) Impact on Under 35s – affordability and options (v) Housing and planning bill (vi) Consideration to councils response in creating fixed term tenancies – creation of a tenancy policy 	Jamie Peters (council tenants / Wiltshire Money)	September 2016	<p>Research and reports underway. UC rollout likely in March 2017.</p> <p>Welfare Reform Report With NS</p> <p>UC report being drafted.</p>
5 Implement effective systems for management of the whole	<p>a) Ensure robust systems are in place for;</p> <ul style="list-style-type: none"> (i) Risk management (ii) Information management/filing (paperless) (iii) Performance management (iv) Budget management 	Janet / Nicole / Simon	April 2017	Documents to be reviewed and ready by April 2017

housing service & deliver efficiency savings	(v) Communication (vi) Data sharing			
	b) Building a strong landlord service with our residents through effective resident engagement (regulatory framework) (i) Work towards a quality mark for resident engagement (ii) Implement audit and ESC recommendations on engagement (iii) Revenue budget to encourage resident engagement	Dot Kronda	September 2017 April 2017 December 2016	
	c) Review or service level agreement with Legal to ensure an efficient and effective legal service can be provided I. HRA – efficiencies / SLA II. General fund process	Nicole Smith	September 2016	

This page is intentionally left blank

**Housing Priorities and Workplan
Housing Management Team Updates**

Corporate Business Plan		
Priority	Sub-section	
Growing the Economy		
	Highly Skilled Jobs (Employment)	
	Housing and Environment (Development)	
	Transport & Infrastructure (Access)	
Strong Communities		
	Community Welbeing (Localisation)	
	Safe Communities (Protection)	
	Personal Wellbeing (Prevention)	
Protecting the Vulnerable		
	Early Intervention (Prevention)	
	Joined up Health Care (Integration)	
	Empowerment & Safeguarding Families and Individuals (Personalisation)	
Working with Partners as an innovative and effective Council		
	Community Involvement	
	One Wiltshire Estate	
	Commercialism	
	Digital	
	People	
	Performance	
	Change	
	Delivering Together	

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update		
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working					
1	Ensure residents are able to access a range of housing and care options to meet needs	e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devizes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018	Yet to Start In Progress Ongoing Completed
2	Make best use of existing housing stock in Wiltshire	a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Empowerment & Safeguarding Families and Individuals (Personalisation) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development)	Delivering Together One Wiltshire Estate Commercialism Commercialism Community Involvement Performance One Wiltshire Estate Performance Performance	Tim Bruce Tim Bruce	Mar-19 May-18 Dec-18 Dec-18 Sep-18 Oct-18 Jul-18 Jan-19 Sep-19	Asset Management Strategy monitoring ongoing In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies Vicky S and Tim B working on draft document Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend To be ready for budget setting in 2019	Ongoing
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes	b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development)	Performance Performance Performance Performance Performance Performance Commercialism People Community Involvement	Janet O'Brien Simon Haugh	 Aug-18	Meetings with Managers are being set up based on prior discussions Evidence on TPAS recommendations sent on 01/05/2018. Awaiting response and then visit from TPAS for 'reality checking'	Yet to Start In Progress Ongoing Completed
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services	Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development) Housing and Environment (Development) Housing and Environment (Development)	Performance Performance Performance		Mar-19 Mar-19 Mar-19	Initial scoping work carried out. Need to identify resource to progress further.	Yet to Start In Progress Ongoing Completed
5	Implement effective systems for management of the whole housing service & deliver efficiency savings	a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.	 Transport & Infrastructure (Access) Community Wellbeing (Localisation) Highly Skilled Jobs (Employment) Housing and Environment (Development) Housing and Environment (Development)	Change Change Digital People Performance Commercialism Commercialism	Simon Haugh/ All Managers All managers Simon Haugh Simon Haugh Jamie Peters Jamie Peters	Jul-18 Jul-18 Aug-17 Dec-18 Aug-18 Aug-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams Sharepoint site and sub-sites have been created Review of Local Housing Panels in progress. Community events continue twice yearly. Digital engagement initiatives in progress. In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and will visit council offices to re-demonstrate due to length of time out of loop	Yet to Start In Progress Ongoing Completed

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
highlighted in Orange

May-18

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	Ensure residents are able to access a range of housing and care options to meet needs e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devizes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018	Yet to Start In Progress Ongoing Completed
2	Make best use of existing housing stock in Wiltshire a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing
		Housing and Environment (Development)	One Wiltshire Estate		May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies	
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Vicky S and Tim B working on draft document	
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend	
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	To be ready for budget setting in 2019	
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance			Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Commercialism				
		Housing and Environment (Development)	People				
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Awaiting response and then visit from TPAS for 'reality checking'	
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. New resource in team - able to start work on this shortly.	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly	
		Housing and Environment (Development)	Performance		Mar-19	as above	
5	Implement effective systems for management of the whole housing service & deliver efficiency savings a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	Yet to Start In Progress Ongoing Completed
			Change		Jul-18	Sharepoint site and sub-sites have been created	
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17		
		Community Wellbeing (Localisation)	People	Simon Haugh		Review of Local Housing Panels in progress. Community events continue twice yearly. Digital engagement initiatives in progress.	Ongoing
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and will visit council offices to re-demonstrate due to length of time out of loop. Demo now booked for 12th June	
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		
		Housing and Environment (Development)	Commercialism		Aug-18		

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
highlighted in Orange

Jun-18

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	Ensure residents are able to access a range of housing and care options to meet needs e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devizes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018	Completed
2	Make best use of existing housing stock in Wiltshire a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing
		Housing and Environment (Development)	One Wiltshire Estate		May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies. Meeting commenced and a draft policy statement being prepared	
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Vicky S and Tim B working on draft document	
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend	
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	To be ready for budget setting in 2019	
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance			Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance	Nicole and Janet – along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Commercialism				
		Housing and Environment (Development)	People			Work commenced on the review of R&M & Technical Services by Janet OB	
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Awaiting response and then visit from TPAS for 'reality checking'	
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but no intention to progress to final strategy until there is more information available around Flexible Tenancies.	
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly	
		Housing and Environment (Development)	Performance		Mar-19	as above	
5	Implement effective systems for management of the whole housing service & deliver efficiency savings a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	
			Change		Jul-18	Sharepoint site and sub-sites have been created	
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17		
		Community Wellbeing (Localisation)	People	Simon Haugh		Review of Local Housing Panels in progress. Community events continue twice yearly. Digital engagement initiatives in progress.	Ongoing
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and will visit council offices to re-demonstrate due to length of time out of loop. Demo now booked for 12th June	
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		
		Housing and Environment (Development)	Commercialism		Aug-18		

Page 442

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
highlighted in Orange

Jul-18

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	Ensure residents are able to access a range of housing and care options to meet needs e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devizes, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018 New project - Southview Phase II added tpo programme and new bids prepared for second programme of New Builds	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing
2	Make best use of existing housing stock in Wiltshire a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	One Wiltshire Estate		May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies. Meeting commenced and a draft policy statement being prepared	
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Vicky S and Tim B working on draft document	
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend	
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	Tim B commenced working on the initial draft contents and a review of the existing strategy	
							Yet to Start In Progress Ongoing Completed
3	Review services to ensure they meet need, deliver good value for money and deliver good quality outcomes b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance			Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance	Nicole and Janet – along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Commercialism				
		Housing and Environment (Development)	People			Work commenced on the review of R&M & Technical Services by Janet OB	
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Awaiting response and then visit from TPAS for 'reality checking'	
							Yet to Start In Progress Ongoing Completed
4	Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but no intention to progress to final strategy until there is more information available around Flexible Tenancies.	
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly	
		Housing and Environment (Development)	Performance		Mar-19	as above	
		Housing and Environment (Development)	Performance				
							Yet to Start In Progress Ongoing Completed
5	Implement effective systems for management of the whole housing service & deliver efficiency savings a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	
			Change		Jul-18	Sharepoint site and sub-sites have been created	
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17		
		Community Wellbeing (Localisation)	People	Simon Haugh		Review of Local Housing Panels in progress. Community events continue twice yearly. Digital engagement initiatives in progress.	
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and will visit council offices to re-demonstrate due to length of time out of loop. Demo now booked for 12th June	
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		
Housing and Environment (Development)	Commercialism		Aug-18				

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
highlighted in Orange

Aug-18

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devides, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018 New project - Southview Phase II added top programme and new bids prepared for second programme of New Builds	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing
2	a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	One Wiltshire Estate	Tim Bruce	May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies.	
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Meeting commenced and a draft policy statement being prepared Vicky S and Tim B working on draft document	
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend	
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	Tim B commenced working on the initial draft contents and a review of the existing strategy	
3	b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance			Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July Helen's team to lead on this when capacity available.	
		Housing and Environment (Development)	Commercialism				
		Housing and Environment (Development)	People			Work commenced on the review of R&M & Technical Services by Janet OB	
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Further evidence provided in June and July 2018. TPAS inspection took place on 27/09/2018 and awaiting result and feedback.	
4	Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but other strategy work taking priority initially.	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly. Need to review what work is needed.	
		Housing and Environment (Development)	Performance		Mar-19	as above	
5	a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	Yet to Start In Progress Ongoing Completed
			Change		Jul-18	Sharepoint site and sub-sites have been created	
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17		
		Community Wellbeing (Localisation)	People	Simon Haugh		Local Housing Panels now abolished following review and approval at WCHB. Digital engagement initiatives in progress including social media expansion, online tenant training course. Programme of 'pop up' events planned to	
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and whas visited to demo the mobile offering. Scope being developed for costs anreview by HoS / Director	
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		
		Housing and Environment (Development)	Commercialism		Aug-18		

Housing Priorities and Workplan
Housing Management Team Updates

Housing Revenue Account (HRA) ACTIONS
highlighted in Orange

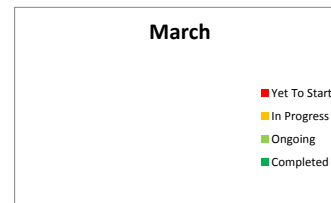
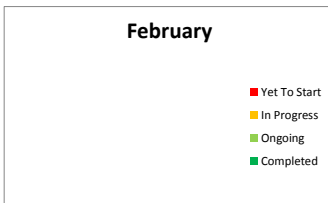
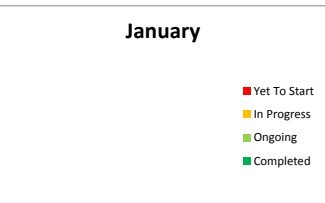
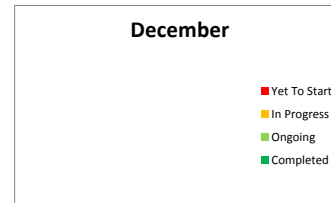
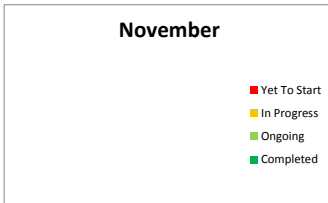
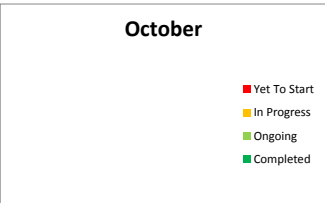
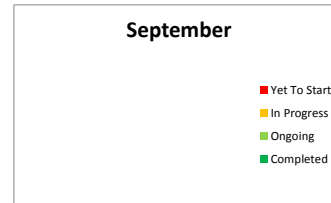
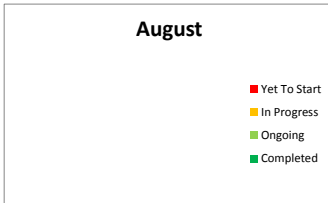
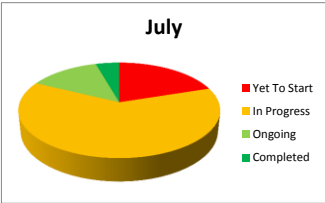
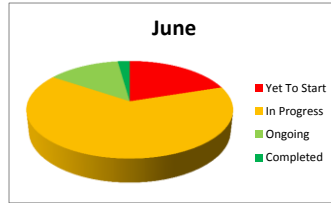
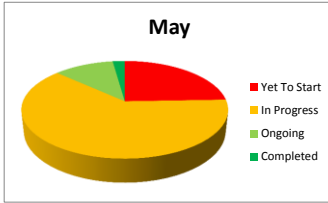
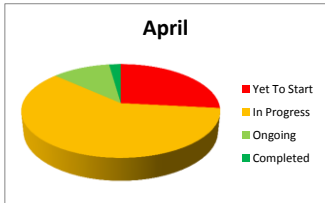
Sep-18

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update		
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working					
1	e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devides, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018 New project - Southview Phase II added top programme and new bids prepared for second programme of New Builds	Yet to Start In Progress Ongoing Completed	
		Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing	
2	a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	One Wiltshire Estate	Tim Bruce	May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole		
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed		
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites		
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed		
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies.		
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Meeting commenced and a draft policy statement being prepared Vicky S and Tim B working on draft document		
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend		
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	Tim B commenced working on the initial draft contents and a review of the existing strategy		
							Yet to Start In Progress Ongoing Completed	
3	b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions		
		Housing and Environment (Development)	Performance					
		Housing and Environment (Development)	Performance				Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance					
		Housing and Environment (Development)	Performance					
		Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers			Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July Helen's team to lead on this when capacity available.	
		Housing and Environment (Development)	Commercialism					
		Housing and Environment (Development)	People				Work commenced on the review of R&M & Technical Services by Janet OB	
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	Evidence on TPAS recommendations sent on 01/05/2018. Further evidence provided in June and July 2018. TPAS inspection took place on 27/09/2018 and awaiting result and feedback.		
4	Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but other strategy work taking priority initially.		
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly. Need to review what work is needed.		
		Housing and Environment (Development)	Performance		Mar-19	as above		
							Yet to Start In Progress Ongoing Completed	
5	a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams		
			Change		Jul-18	Sharepoint site and sub-sites have been created		
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17			
		Community Wellbeing (Localisation)	People	Simon Haugh		Local Housing Panels now abolished following review and approval at WCHB. Digital engagement initiatives in progress including social media expansion, online tenant training course. Programme of 'pop up' events planned to		
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	In talks with ICT and ICT Business partner to look at timeframes and support for devices. Mobile vendor now engaged and whas visited to demo the mobile offering. Scope being developed for costs anreview by HoS / Director		
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18			
Housing and Environment (Development)	Commercialism		Aug-18					

Priority	Action(s)	Links to Corporate Plan		Lead Officer	Target date	Comments/ Update	
		Growing the Economy Strong Communities Protecting the Vulnerable	Partnership Working				
1	e) New Build programme and delivery of new affordable housing to meet need i) Council house build programme	Housing and Environment (Development)	Performance	Tim Bruce	Nov-18	Devides, Rowde, Durrington and East Knoyle Completed - All other projects on site. Coombe Bissett nearing completion with all other projects to be completed by November 2018 New project - Southview Phase II added top programme and new bids prepared for second programme of New Builds	Yet to Start In Progress Ongoing Completed
		Housing and Environment (Development)	Delivering Together	Tim Bruce	Mar-19	Asset Management Strategy monitoring ongoing	Ongoing
2	a) Deliver current asset management plan and work with partners to ensure their asset management plans align with the Council's and deliver: i) Acquisition & Disposal strategy and approach for high value stock ii) Sheltered housing review/remodelling proposals iii) Strategy for garages iv) Options for regeneration - outcomes of asset review v) Approach to adapted properties vi) Regeneration and Development Strategy vii) Wiltshire Home Standard b) Develop new 7 year asset management plan	Housing and Environment (Development)	One Wiltshire Estate	Tim Bruce	May-18	In draft and awaiting finalisation following the Asset Review process. Circulated to key managers for comments before submission to Janet & Nicole	
		Housing and Environment (Development)	Commercialism		Dec-18	Sheltered Housing Review completed by Stephen Davies, approved by Heads of Service and presented to Cabinet member and then approved by Housing Board in November. Option Appraisals approved to proceed	
		Housing and Environment (Development)	Commercialism		Dec-18	Agreed that this project can now proceed at Housing Board in November 17. Project now underway with Asset Review of all sites	
		Housing and Environment (Development)	Community Involvement		Sep-18	Asset Review process completed, approved by Heads of Service and presented to Housing Board in March. Subsequently approved by new Cabinet Member and Option Appraisal to now proceed	
		Empowerment & Safeguarding Families and Individuals (Personalisation)	Performance		Oct-18	Draft policy developed and agreed with main RPs in Wiltshire. Tim B to co-ordinate the drawing together of existing policies. Meeting commenced and a draft policy statement being prepared	
		Housing and Environment (Development)	One Wiltshire Estate		Jul-18	Vicky S and Tim B working on draft document	
		Housing and Environment (Development)	Performance		Jan-19	Tim B already working on the development of a Repairs and Maintenance Focus Group. First two meetings held with residents. Currently reviewing how more residents can be invited to attend	
		Housing and Environment (Development)	Performance	Tim Bruce	Sep-19	Tim B commenced working on the initial draft contents and a review of the existing strategy	
							Yet to Start In Progress Ongoing Completed
3	b) Review and procure planned and responsive maintenance contracts i) Consult with managers ii) Agree how to involve staff & residents iii) Clarify timeline/project plan iv) Review policies and procedures c) Implement and Review HRA Business Plan i) Budget ii) Update policies e.g. tenancy policy iii) Review service charges for all general needs stock and extra care housing v) Review staff structure in line with agreed priorities d) Secure TPAS accreditation and maintain standard	Housing and Environment (Development)	Performance	Janet O'Brien		Meetings with Managers and others set up based on prior discussions	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance			Basic programme developed but not formalised	
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance				
		Housing and Environment (Development)	Performance	Nicole and Janet - along with finance & all managers		Reworking of Business plan discussed with Cabinet member and agreed. New Plan to go back to housing Board in July Helen's team to lead on this when capacity available.	
		Housing and Environment (Development)	Commercialism				
		Housing and Environment (Development)	People			Work commenced on the review of R&M & Technical Services by Janet OB	
		Housing and Environment (Development)	Community Involvement	Simon Haugh	Aug-18	TPAS accreditation awarded November 2018. Award to be presented at WCHB on 29th Jan @ City Hall	
4	Lead on production of:- ii) Tenancy Strategy and Tenancy policy iii) Update of policies including Debt policy to reflect legislative changes and audit requirements iv) Update of procedures to reflect changes of policy	Housing and Environment (Development)	Performance		Mar-19	Initial scoping work carried out. Background info to be started, but other strategy work taking priority initially.	
		Housing and Environment (Development)	Performance		Mar-19	New resource in team, so should be able to assist with this shortly. Need to review what work is needed.	
		Housing and Environment (Development)	Performance		Mar-19	as above	
							Yet to Start In Progress Ongoing Completed
5	a) To review all housing drives and create appropriate project groups in Sharepoint i) all staff to review personal drives and EDPH drive to ensure all tidy and appropriate folders created ii) create relevant project folders b) To review and improve the housing departments website c) Improve effective engagement with tenants d) Enable use of hand held mobile devices for housing services e) Review income recovery procedures - i) review with internal legal team to ascertain capacity to take on cases ii) setting up the use of external debt agencies (those already used by revenues) for recovery of Former Tenant Debts (FTA's) and other sundry debts.		Change	Simon Haugh/ All Managers	Jul-18	Sharepoint site has been created and setup. Manual copy of all files from EDPH to Sharepoint from EDPH has been declined. Phase 2 rollout now put back by Sharepoint programme office until July/August 2108. Further data cleansing required. By all teams	
			Change		Jul-18	Sharepoint site and sub-sites have been created	
		Transport & Infrastructure (Access)	Digital	All managers	Aug-17		
		Community Welbeing (Localisation)	People	Simon Haugh		Local Housing Panels now abolished following review and approval at WCHB. Digital engagement initiatives in progress including social media expansion, online tenant training course. Programme of 'pop up' events planned to	
		Highly Skilled Jobs (Employment)	Performance	Simon Haugh	Dec-18	Mobile solution costs received @ £57,500. Negotiated a further £10k discount. New total cost = £47k. Business case now amended and cost efficiencies updated. Waiting for final approval from HoS / Director before 14th December when discounted offer expires. Procurement are aware and have approved that rules are being followed correctly.	
		Housing and Environment (Development)	Commercialism	Jamie Peters	Aug-18		
Housing and Environment (Development)	Commercialism		Aug-18				

Housing Priorities and Workplan
Housing Service Plan Report 2018/19

	Month	Yet To Start	In Progress	Ongoing	Completed	Total	
2018	April	12	27	5	1	45	
	May	11	28	5	1	45	
	June	9	29	6	1	45	
	July	9	28	6	2	45	
	August					0	
	September					0	
	October					0	
	November					0	
	December					0	
	2019	January					0
		February					0
		March					0



This page is intentionally left blank

Wiltshire Council

Cabinet

30 April 2019

Subject: Transfer of Two Gypsy, Roma & Traveller Sites

Cabinet Member: Councillor Toby Sturgis, Cabinet Member for Planning and Strategic Management

Key Decision: Key

Executive Summary

The Council currently owns 5 permanent gypsy and traveller sites and one transit site, a total of 100 permanent pitches and 12 transit pitches. Oak Tree Field (OTF) and Dairy House Bridge (DHB) sites along with the transit site adjacent to Oak Tree Field (Odstock transit site) are still in need of investment to enable them to continue in use as gypsy and traveller accommodation.

A number of options have been considered for these sites including closure, refurbishment, remodelling and disposal. In July 2018 the Cabinet considered the option of transferring the ownership of the two undeveloped sites to a new owner to enable them to receive the needed investment and remain as gypsy and traveller sites.

The purpose of this paper is to provide a summary of the marketing exercise undertaken and recommends for the transfer of ownership to investment preferred bidder for continuing use as gypsy and traveller sites.

Proposal(s)

It is recommended ;

- Bidder B is selected as preferred purchaser of the Dairy House Bridge, the Oak Tree Field site and the Odstock transit site.
- To transfer the Dairy House Bridge, the Oak Tree Field site and the Odstock transit site to Bidder B, on the terms of the bid received.
- The Director of Housing & Commercial, in consultation with the Director of Legal and Democratic Services, is delegated to complete the necessary legal documentation for the transfer.

Reason for Proposal(s)

Dairy House Bridge site, Oak Tree Field site and the Odstock transit site are in need of substantial investment. Transfer of ownership of the sites to a new owner will enable this investment to ensure the sites are able to remain in use as gypsy and traveller sites within Wiltshire.

Alistair Cunningham

Wiltshire Council

Cabinet

30 April 2019

Subject: Transfer of Two Gypsy, Roma & Traveller Sites

Cabinet Member: Councillor Toby Sturgis, Cabinet Member for Planning and Strategic Management

Key Decision: Key

Purpose of Report

1. This paper is to consider the recommendation for the transfer of ownership of the two council-owned gypsy and traveller sites that remain undeveloped at Dairy House Bridge, Oak Tree Field and the transit site adjacent to Oak Tree Field (Odstock transit site) to enable them to receive the needed investment to remain in use as Gypsy, Roma and Traveller (GRT) sites.

Relevance to the Council's Business Plan

2. The transfer of these sites supports the following corporate priorities and goals;
 - a. Growing the economy – I live in a good home I can afford
 - b. Strong communities
 - c. Protect the vulnerable

Background

3. Relevant history including previous decisions
 - 3.1 Due to constraints on available funding, the Cabinet in July 2018 considered options for the sites and agreed to transfer of ownership of these sites. The Council have undertaken a marketing exercise and undertaken due diligence on the bids received.
4. Policy issues
 - 4.1 Planning Policy for Travellers Sites (August 2015), requires local planning authorities to set pitch targets for gypsies and travellers and plot targets for travelling showpeople which address the likely permanent and transit site accommodation needs of travellers in their area, working collaboratively with neighbouring local planning authorities. More specifically local planning authorities should;
 - Identify and annually update a supply of specific deliverable sites sufficient to provide five years' worth of sites against their locally set targets.
 - Identify a supply of specific, developable sites or broad locations for growth, for years 6-10 and, where possible, for years 11-15.

Main Considerations for the Council

5. Site conditions and investment required

5.1 Condition surveys of the sites have been carried out to determine the extent and cost of the works required to maintain and improve the sites. This information was made available to all interested parties as part of the information pack collated by the Council's marketing agent. To bring the sites up to a licensable standard expenditure will be required to improve the overall infrastructure; only responsive repairs have been carried out over the last few years by the Council.

6. Planning Status of Sites

6.1 Officers within Housing and Strategic Assets & FM worked with the Planning Department to ensure both sites had Certificates of Lawful Existing Use or Development (CLEUD) as Gypsy and Traveller Sites. An application was submitted and both sites received the necessary certification in November 2018.

7. Resident engagement

7.1 Resident engagement on both sites has continued throughout the marketing process with regular newsletters produced to keep them informed. In addition, a meeting was held with Chaplain to Gypsies and Travellers Dorset and Wiltshire and resident representatives to reassure them through the marketing process and to ensure that their concerns were being addressed in the assessment criteria. A number of additional issues raised through this forum were included in either a short questionnaire or during the interview with each of the shortlisted bidders.

7.2 The key concerns and issues raised by residents regarding a change of site ownership are;

- increased rents and service charges
- requirement to rent mobile homes from the new owners
- less security of tenure and threats of eviction
- less open and transparent management policies
- possibility of discrimination against and victimisation of some residents which, due to culture of the residents, isn't reported
- mixing of different gypsy and traveller ethnic or cultural groups on one site could lead to issues of community cohesion
- whether bidders would engage with them and allow the bid information to be made available to them
- the policy relating to pets on the site

7.3 All the above points have been addressed, either through information provided to residents, via either news letters or "Frequently Asked Questions" or through the selection process.

7.4 Resident representatives were also invited to be involved in the due diligence process by carrying out joint site visits with officers to sites owned by the chosen short-listed companies, however, this offer was declined by residents. These site visits were to ensure that the companies were able to demonstrate a proven track record in the improvement and management of GRT sites.

8. Commission for Racial Equality Communication

8.1 The Council has been in receipt of representation from the Commission for Racial Equality questioning whether members had been fully informed in considering the transfer of the sites. The Council were able to demonstrate that a robust approach had been undertaken, including previous reports and that the desired outcome was one that would benefit both the residents and the Council.

9. Marketing advice

9.1 An agent, Carter Jonas, was appointed to advise on a marketing strategy and to provide initial advice on the sites. Throughout the marketing process, they acted as the primary point of contact for all expressions of interest and bid submissions. They also participated in the interview process for the organisations shortlisted by council officers to provide an independent view point.

10. Marketing of the Sites

10.1 This was managed on our behalf by Carter Jonas and their proposal (as detailed in the July 2018 papers) explained their marketing approach and the outcomes that were being sought.

10.2 Adverts were placed in the local press publications and emails sent out to all of the social housing providers in and around Wiltshire to ensure awareness of the actions being taken by the council.

10.3 The Council have adopted a phased approach to marketing the sites;

- Seeking expressions of interest
- Seeking formal bids from interested parties
- Initial selection of shortlist, based on a published scoring criteria that included minimum requirements to be met
- Interview of shortlisted parties
- Selection of preferred bidder

11. Selection Process

11.1 Following representations from interested parties, the initial deadline was extended (with all parties being made aware of the extension). In total 9 expressions of interest were received by the (revised) date.

11.2 Each of the parties who submitted an expression of interest were sent information packs and asked to submit formal bids to Carter Jonas by Friday 1st February 2019.

11.3 A total of 5 bids were submitted and capable of shortlisting.

11.4 During the marketing period, enquiries were received from site residents for direct purchase and potential formation of a Community Land Trust. No bids were received from either residents of Wiltshire Council owned sites or a Community Land Trust.

- 11.5 All the bids were assessed against the published selection criteria with financial elements comparing the highest eligible financial offer received. The selection criteria published in included in **Appendix 1**.
- 11.6 Within the assessment, bidders were informed that specific questions had a minimum threshold to be achieved in order for their bids to be eligible. Two of the bidding parties failed to meet the threshold and were eliminated, due either poor quality response, lack of detail or no provision of supporting information.
- 11.7 Following the initial assessment 3 bidding parties (details of which are contained in the Part 2 section of this paper) were short-listed for interview
- 11.8 A panel of officers and a member was formed in order to conduct the interviews on Wednesday 27th February and 12th March
- 11.9 The main purpose of the interview was for the bidders to reinforce the business case for the improvement of both sites and for officers to gain the necessary assurances to confirm the assessment scores
- 11.10 The Council has also undertaken financial due diligence to confirm that the bidding parties have funds to acquire the sites and implement improvements. In addition, the Council have satisfied itself that, as far as possible, there has been no collusion between the bidding parties to confirm that they can be assessed as independent bids.
- 11.11 Bidder C was excluded due to the lack of track record, lack of detail in their presentation at interview and the low nature of their financial offer. As a result, the following Scoring Matrix sets out the final respective scores:

Summary - Scoring of Valid Bids

OTF						
Bidder	Quality	Weighting	Financial	Weighting	Total	Order
A	50	0.6	87	0.4	65	2
B	75	0.6	56	0.4	67	1
C	63	0.6	6	0.4	40	3

DHB						
Bidder	Quality	Weighting	Financial	Weighting	Total	Order
A	50	0.6	87	0.4	65	2
B	75	0.6	53	0.4	66	1
C	63	0.6	6	0.4	40	3

11.12 As a conclusion to the selection process and after interviews and due diligence, the recommendation is to proceed with Bidder B.

11.13 The rationale behind this decision is detailed below:

- The bidding document stated that:
'The bidder will be selected for each site based on the overall scores for each site and the package which the assessors have most confidence will meet the Council's criteria will then be determined to decide on a final bidder.'

Wiltshire Council reserves the right to take into account all relevant information which is available to us at time of the decision to determine the choice of bidder'

- Bidder A provided a map of Gypsy and Traveller sites they owned but upon investigation through the Land Registry, the majority of these were no longer in their ownership
- Bidder A did not respond to the additional questions raised prior to interview and was not forthcoming with any proposals for improvement and refurbishment of the sites.
- The financial difference between the bids is £95k, however the difference in quality and information provided was substantial
- Bidder B presented a clear, well presented 5 year Plan for investment into both of the Council sites
- Only Bidder B spoke of involving the existing residents and working with them to agree the way forward for their proposals, just the type of response our residents would require
- Bidder B presented copies of policies and procedures and they agreed that all information provided by them, including details of their investment proposals could be given to our residents.

Overview and Scrutiny Engagement

12. A discussion with the Chair of Environment Select Committee took place and it was decided that due to the progress made with the procurement process, it would not be appropriate for the Committee to review process taken.

Safeguarding Implications

13. An Equality Impact Assessment has been carried out to assess the implications of the proposal and the subject of Safeguarding was raised in the Bidding Process to ensure full understanding from the bidding organisations, including existence of relevant policies. Bidder B satisfied this requirement by demonstrating their understanding of the issue in the interview process

Public Health Implications

14. A Health Impact Assessment has been carried out and noted site conditions could be detrimental to the health and wellbeing of residents, this was detailed in the July 2018 report. We asked for details of the organisation's Health & Safety Policy – Bidder B met this requirement by providing a copy of their Health & Safety Policy which was deemed satisfactory.

Procurement Implications

15. As this will be a land sale, there are no current procurement implications to this proposal, however, the appointed agent was competitively tendered and the sites were openly marketed. Nevertheless, involvement of the Strategic Procurement Team in the project to ensure transparency of the process has occurred.

Equalities Impact of the Proposal (detailing conclusions identified from Equality Analysis, sections 4 and 5)

16. An Equality Impact Assessment was completed and monitored, reviewed and updated throughout the resident engagement and transfer process. A copy of

the most recent EIA is included as Appendix 4, but key conclusions to note are:

- If cabinet make the decision to offer the sites to Bidder B, we will make available the policies, procedures and investment plan provided, to the residents (this was agreed to in advance by Bidder B)
- Following the decision, the project team will continue to work together through the transition period up to transfer to ensure continuity of engagement with residents.
- When any transfer of ownership completes, the new owners and the council will maintain a relationship into the future, as the council will be responsible for licensing the sites and ensuring compliance with licensing conditions.
- Successful transfer of ownership to the preferred bidder should ensure the necessary investment into the sites, giving a positive outcome for the existing residents and also increasing the number of good quality pitches for Gypsy, Roma and Travellers in Wiltshire.

Environmental and Climate Change Considerations

17. The transfer will contain a covenant requiring the new owner to retain the sites as gypsy and traveller sites. To ensure that the proposed new owner will be able to invest in the sites to improve the site conditions we requested details of a 5 year investment plan to understand their aspirations – Bidder B provided a copy of their outline improvement proposals.

Risks - arising if the proposed decision and related work is not taken:

18. If the sites are not transferred, due to the lack of capital funding available to invest in improving site conditions, it is likely that the sites will need to close which will reduce the number of pitches available to meet the needs of gypsies and travellers in Wiltshire and require the relocation of a number of families and households.
19. This in turn will create greater pressure on the local plan to identify additional gypsy and traveller pitches to meet needs.

Risks - arising if the proposed decision is taken and any actions that will be taken to manage these risks:

20. A revised risk assessment has been completed and is attached as Appendix 2.
21. Whilst the Council has sought assurances from bidders over investment into the sites, the Council will be relying on its statutory powers to ensure that the sites are maintained to an acceptable standard, through its licensing duties.

Financial Implications

22. The Part 2 element of this paper sets out the financial detail of each bid received, but the preferred bid will result in a capital receipt to the Council. Such capital will be used to off-set the capital investment of the Council.

23. In order to transfer ownership, it is recommended that there is continued revenue in the sites to enable them to continue to be occupied up to point of sale so that they can be maintained for the current residents pending more substantial investment.

Legal Implications

24. The sale of the sites will need to comply with the Equality Act 2010, the Mobile Homes Act 2013 and the Council's financial and procurement regulations.
25. Whilst there is no statutory requirement to consult regarding this proposal, there is an obligation to treat people fairly and this has been addressed by engagement with the residents and their families.
26. Section 123 of the Local Government Act 1972 requires the Council to seek best value for any disposal or for such disposal to fall within The Local Government Act: General Disposal Consent (England) 2003, which can include the consideration of the value of social and environmental benefits as well as economic or purely financial benefits. If not, the consent of the Secretary of State will need to be sought and obtained.
27. Under the Mobile Homes Act 2013 the Council has regulatory authority for the monitoring and granting of licences for holiday parks and traveller sites within the County. Whilst the existing GRT sites remain under the ownership of the Council the granting of licences does not apply. Once ownership is transferred from the Council, a licence will be required.
28. Any caravan site outside of council ownership is required to hold a licence which sets out how the operation of the site should be managed in terms of health and safety of the occupiers and good practice. Any new owner would need to make an application for a licence. In the case of an existing occupied site, a licence would be issued on proper application but conditions would be applied and the licence would set out the time period within which these should be resolved. Not holding a licence or breaching licence conditions could lead to a criminal prosecution of the site owner.
29. In light of the current condition of the sites, it is proposed that the sites will be transferred with an indication of the conditions likely to be attached to any licence to a private operator. However, as part of the assessment process we sought to find organisations with a clear proposal for investment on the site – Bidder B met this requirement.

Options Considered

30. An assessment of overall options has been detailed in the July 2018 and previous reports. The decision to transfer ownership has been progressed, with the options considered available at this stage relating to which bidder to accept.
31. The alternate option would be to accept either Bidder A or C, with the reasons for not adopting these options set out above.

32. The Strategic Procurement Team have been consulted throughout the process and the Council have followed the assessment criteria provided to all bidders to reach our recommendation.

Conclusions

33. The conclusions reached having taken all of the above into account:
- a. The two sites are in need of investment to enable them to continue in use as gypsy and traveller sites.
 - b. There is a need to maintain the number of gypsy and traveller pitches in Wiltshire to ensure they are safe and sustainable.
 - c. The only option that will enable this is the option to transfer ownership to a new owner to enable that investment.
34. Having gone through a marketing and bidding process it is recommended that the sites are transferred to Bidder B

Report Author: , Strategic Asset Manager
tim.bruce@wiltshire.gov.uk Tel: 07771 955206
Tuesday, 05 March 2019

Appendices

Appendix 1 – Published selection criteria
Appendix 2 – Risk Register
Appendix 3 – Equality Impact Assessment
Part 2 – Details of parties interviewed

Background Papers

The following documents have been relied on to prepare this report: None

Evaluation Matrix for Assessment of bids made for Wiltshire Council Gypsy, Roma & Traveller sites

These criteria outline how Wiltshire Council intends to assess bids to purchase the freehold of sites individually or collectively. These are based on those used by other local authorities undertaking the same process, feedback from key project stakeholders.

Principles

- ✓ Transparency in the decision-making process
- ✓ Equality for all bidders
- ✓ Consistency of questions and assessment

Aims of these criteria

- To choose the right organisation to take the sites for the residents and Wiltshire Council and to ensure stability of the sites as far as possible. In particular, ensuring that sites are maintained as Gypsy, Roma & Traveller sites without a significant change in resident circumstances and also that there is are no negative environmental impacts resulting from the divestment of the sites
- To limit the risks and impact of sale on the site residents, wider community and local authorities (including Wiltshire Council)
- To cover all relevant issues to ensure an informed decision can be made
- To ensure disposal is for the best consideration that can reasonably be obtained to comply with section 123 of the Local Government Act 1972

Best Consideration

In making a decision on the disposal of land Wiltshire Council has a responsibility to ensure that best value is achieved.

Section [123 of the Local Government Act 1972](#) states that except with the consent of the Secretary of State, a council shall not dispose of land under this section, otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained.

The Secretary of State has issued general consent (Circular 06/03: Local Government Act 1972 general disposal consent (England) 2003) for the purposes of land disposals by local authorities pursuant to section 128(1) of the 1972 Act. The terms of the Consent mean that specific consent is not required for the disposal of any interest in land which the authority considers will help it to secure the promotion or improvement of the economic, social or environmental well-being of its area. In determining whether or not to dispose of land for less than the best consideration reasonably obtainable, and whether or not any specific proposal to take such action falls within the terms of the Consent, the authority should ensure that it complies with normal and prudent commercial practices.

Decision-making process

1. Shortlisting

Formal Bid submissions will be assessed against the set criteria provided below and a shortlist of bidders will be selected and invited to attend an interview. The shortlist of bidders will include all bidders who achieved a score of 2 or more before weighting in key assessment quality criteria (marked with an *).

2. Interview and Further Due Diligence

The interview will cover the content of the formal bid and will provide a chance for both parties to ask further in-depth questions of each other. The interview panel will consist of Wiltshire Council officers and an elected Member of Wiltshire Council. Further due diligence may be undertaken by Wiltshire Council prior to or following the interview including unaccompanied site visits (if applicable) and financial checks (which may include individual and company credit checks). The initial scores awarded for the bids may be amended following the interview and other due diligence checks.

3. Re-scaling

To give correct weighting to the Quality Matrix score and Financial score they will both be rescaled to reflect the range of values across all bidders and ensure that a meaningful comparison of scores can be made. This will be done by comparing individual scores to the highest score.

Decision

For each of the sites, each bidder who is interested in that site will then be awarded an overall combined score out of 100 based on their re-scaled Quality and Financial scores weighted as 60% to 40% respectively. All scores will be entered in the table below.

Bidder	Quality Matrix score (out of 215)	Rescaled Quality Matrix score (out of 100)	Finance score (out of 125)	Rescaled Finance score (out of 100)	Total score weighted 60% quality and 40% Financial	Other comments/information
Bidder A						
Bidder B etc.						

Based on this table, the bidders will be listed for each site in order of total score. The overall scores for each site and the package which the assessors have most confidence will meet Wiltshire Council's criteria will then be determined to decide on a final bidder or bidders to offer the sites to. Wiltshire Council reserves the right to take into account all relevant information which is available to us at time of the decision to determine the choice of bidder.

ASSESSMENT MATRIX

Total points available: 215 (being score x weight)

Scoring

Where criteria are scored individually this is outlined in the scoring explanation column, all other criteria are based on a weighting multiplied by a score of:

- 0 Area of evaluation not addressed at all
- 1 Area of evaluation poorly addressed
- 2 Almost satisfactory explanation but some areas of concern about area of evaluation
- 3 Satisfactory explanation demonstrating understanding of area of evaluation
- 4 Good explanation demonstrating clear understanding of area of evaluation
- 5 Excellent explanation demonstrating clear understanding of area of evaluation

We would encourage bidders to provide examples and evidence to support the answers below.

Key	Ref	Detailed Quality Criteria	Scoring Explanation	Weight	Score	Total Score	Comments
	A	Experience of managing sites (Out of 15)					
	1	Do you have experience of running caravan sites or other residential properties? What type of sites have you managed?	0-5 0 if No Higher if already set up to run sites such as caravan sites, or similar environments. 5 if currently operating a Gypsy, Roma and Traveller site	2			
	2	What site improvements/changes have you secured on your sites (if applicable)? What makes your approach stand out? What skills and expertise do you hold in relation to such sites?	0-5 Higher if experience of developing/improving sites as well as running them or any positive references/evidence of	1			

			suitability to run sites				
	B	Background (out of 25)					
*	3	<p>What equips you to deal with the Gypsy, Roma and Traveller community?</p> <p>Do you have a background of working with the community, or are you from a travelling background?</p>	<p>0-5 Higher if recently from or still living in a Gypsy, Roma and Traveller community and evidence of being active within and contributing to that community.</p>	5			
	C	Management Approach (out of 90)					
*	4	<p>Why do you think that you could do the best job for the residents of the Council's sites?</p>	<p>0-5 Demonstrate how will run sites in the interests of the residents and maintain site stability.</p>	3			
	5	<p>How would sites be run? What site rules would you put in place? Have you experience of working to clear policies and procedures and would you intend to develop these for the sites? What is your approach to staffing (I.e. liaison officers? Site wardens? Caretakers?) How would you deal with an eviction?</p> <p>Do you have experience of effectively processing an eviction with clear policies and procedures</p>	<p>0-5 Demonstrating how sites are to be run in an effective and positive manner that helps residents.</p> <p>Evictions - need to see fairness and sensitivity, both in the process leading up to the eviction and how it is dealt with.</p>	3			
*	6	<p>How would you work with site residents to help them to access services (education, health, advice) and employment?</p> <p>What is your understanding of your safeguarding responsibilities to the site residents</p>	<p>0-5 Need to demonstrate understanding and positive approach to enhancing the lives of residents. Demonstrate knowledge of services available and how to signpost residents</p>	2			

			to them.				
*	7	<p>How would you approach any site management issues (e.g. anti-social behaviour, noise, dealing with issues on site, dealing with conflict, unauthorised developments, etc) and address complaints such as from nearby residents?</p> <p>Have you experience of developing and adhering to robust policies and procedures and how would you engage with the residents in developing them</p>	<p>0-5 If they can demonstrate experience of dealing with problems on sites effectively will gain higher points.</p> <p>Demonstrable ability to effectively address any enforcement issues arising</p>	2			
* Page 463	8	<p>What is your approach to health and safety, including fire risk, on site?</p>	<p>0-5 Important that resident safety is taken into account and a positive approach to making sure sites are safe, and giving evidence of doing so, will be beneficial.</p>	2			
	9	<p>How would you manage; litter, fly tipping, flooding, air or water quality impacts, smoke/emissions from site.</p>	<p>0-5 Need to show understanding of these issues and an ability to resolve as appropriate working with Wiltshire Council</p>	1			
	10	<p>What would your policy be regarding siting and ownership of mobile homes and replacement of these?</p>	<p>0-5 Higher if show a flexibility in allowing residents to choose their approach to replacing caravans and meet residents needs</p>	5			
	D	Rent (Out of 20)					

*	11	What approach would you take to setting rents/service charge to stop this from disadvantaging residents?	0-5 Higher points for seeking to understand residents' position, the fact many are on benefits (and how they could be taken out of that system and potentially be more self-sufficient). Positive approach to working with housing authorities.	4			
	E	Impact of change on residents (out of 15)					
* Page 464	12	The residents will be worried by a change in ownership, what will you do to help get them through this period?	0-5 Higher points if can demonstrate understanding of the Gypsy & Traveller culture and specifically the worry they will have about this change in ownership. Need to explain steps which would be taken to reassure residents.	3			
	F	Social and Legal (Out of 15)					
	13	Do you understand the planning policy associated with these sites?	0-5 Higher if clear understanding of the current and emerging planning policy on the sites. Regarding current planning conditions this includes the implications for development potential of these sites.	2			
	14	How would you manage and deal with any requirements relating to on-going maintenance and licensing liabilities/ costs (if any) on the sites?	0-5 Higher if show understanding of the likely impacts of liabilities and how this can be	1			

			managed				
	G	Local engagement (Out of 10)					
	15	How would you: <ul style="list-style-type: none"> - Engage with other agencies (e.g. police, local community, Gypsy, Roma and Traveller groups) and multi-partner working to resolve issues? - Work positively with the local planning authority enforcement teams, including providing occupancy information and making vacant pitches available to displaced families? 	0-5 Need to show that they value the importance of multi-partner working with representatives of the Gypsy, Roma and Traveller community, Police/PCSO and local authorities. If mentioned, a local liaison group with the wider community would also be beneficial.	2			
	I	Future Plans (Out of 10)					
Page 465	16	How would you anticipate developing or improving the sites in future? What will you do with the sites once in your ownership?	0-5 Higher if bidder can demonstrate commitment to investment in the sites, an existing knowledge of what is already on site and what they would like to improve, upgrade or replace. Provision of community facilities would be beneficial. Recognition of environmental constraints on future expansion and that these must be managed.	2			
	J	Letting Criteria (Out of 15)					
	17	How do you propose to allocate pitches and manage voids? What selection criteria do you have in identifying new suitable tenants?	0-5 Bidder to set out selection procedure.	3			
		TOTAL QUALITY MATRIX SCORE (out of 215)					

FINANCIAL EVALUATION OF BIDS

The financial aspect will be judged for each site individually of the bids is split into two parts which together total 125 points:

Financial bid	100	Quantitative	Judged by comparing the bid as a percentage of the highest bid received
Financial criteria	25	Qualitative	Scored 0-5

Financial bid – out of 100

Bidders must submit an informal bid for the site or sites they are expressing an interest in.. Each bid will be awarded a score based on the relationship of the bid with the average of all the bid prices for that site.

Financial criteria – out of 25

	Criteria	Scoring	Weight	Score	Comments
1 Page 466	What evidence are you able to provide of your viability as a bidder in terms of capital available for the purchase and investment?	0-5 Need evidence via Solicitor such as evidence of capital and filed accounts. Important to demonstrate that the bidder has finance available and that there is a genuine evidence of sustainability to manage sites in the longer term.	3		
	To what extent are you reliant on unsecured funding?	0-5 higher if not reliant on unsecured funding such as borrowing or grants not yet awarded .	2		

The financial criteria score will be added to the financial bid score to give a total out of financial score out of 125.

Risk Ref	Risk	Risk Category	Link to Corporate Business Plan	Owner	Cause	Primary Impact	Secondary Impact	Likelihood (1-4)	Impact (1-4)	Inherent Risk	Controls	Likelihood (1-4)	Impact (1-4)	Residual Risk
1	Residents go to Media to dispute the Council's approach, increase in complaints, MP letters and petitions	Reputation	An innovative and effective council	Frank Barnes/ Nicole Smith	Residents consider the Council has failed to deliver promises made, residents are angry and frustrated with the Council	Adverse publicity and Local members placed under pressure	Officer time dealing with media enquiries and members having to make statements	4	2	8	1. Develop a Communications Plan to ensure there is a joined up process for dealing with enquiries	3	2	6
2	Increase in rent arrears and high voids	Financial	An innovative and effective council	Frank Barnes/ Nicole Smith/ Leanne Sykes	Residents discontinue paying rent. Residents move to different location and voids increase	Financial - loss of income	Health & Safety due to increase fly tipping and damage to voids	4	3	12	1. Clear communication 2. Robust action on arrears process 3. Regular estate visits	3	2	6
3	Potential increase in fly tipping / damage	Health & Safety	Protecting those who are most vulnerable	Frank Barnes/ Nicole Smith/ Leanne Sykes	Loss of respect for site, decide to	Health & Safety to residents,	Financial impact to remove hazardous waste	3	3	9	1. Clear communication 2. Regular estate visits	3	2	6
4	The lack of investment and repairs on these two sites are leading to conditions which could be prejudicial to health	Health & Safety	Protecting those who are most vulnerable	Tim Bruce/ Leanne Sykes	For a number of years these sites were intended for redevelopment however, the source of funding for this investment has since been withdrawn. Bids	Conditions on site are extremely poor and the drains in particular are becoming unsustainable and causing rat infestations and constant blockages	The residents on site have been patient but this patience is now running out as the Council have not delivered on redevelopment of both these sites	4	4	16	1. Commission up to date condition surveys to determine the level of investment required to maintain the existing tenancies 2. Obtain funding to undertake essential and emergency works to ensure the safety and well being of the existing residents	3	3	9
5	Dairy House Bridge is fast becoming unsustainable with only 13 of the 18 units in occupation and the overall layout is non-compliant. Increased fly tipping, vandalism and loss of rental income and unmet housing need	Reputation	An innovative and effective council	Tim Bruce	The Fire Safety and Layout requirements set out in the Government's Model Standards 2008 for Caravan Sites in England are not being met on Dairy House Bridge	Units are either too close to each other or the boundaries to comply with the Design Standards	Even if we were carry out repairs/ remedial action to the site, the layout and access to the site would still be non-compliant without substantial investment.	3	4	12	1. Consider closure on Dairy House Bridge 2. Focus investment on to a single site, but this would reduce the Council's overall provision for the G&T Community	3	2	6
6	The current Transit site which is next to Oak Tree Field has been closed for 4+ years and there are no suitable facilities on site to bring it back into use without investment. This is a breach of planning obligations	Legislative	Protecting those who are most vulnerable	Tim Bruce	The use of current transit site was always included the original redevelopment proposals but the Council has been unable to identify any alternative sites.	Having a transit site next to a permanent site is unlikely to be successful or sustainable and will lead to disputes and excessive management time to keep all residents satisfied	Resident dissatisfaction whether we invest or not as there will be an impact on them which ever decision is reached	3	3	9	1. The Council needs to find alternative sites to use as temporary accommodation (Transit) within the County 2. Maintain the site at Oak Tree Field as a permanent Transit Site is unlikely to be successful	3	2	6
7	Attracting contractors to carry out the remedial works	Financial	An innovative and effective council	Tim Bruce	Contractors are likely to increase their costs on any works that are seen to not fully address the needs of the community. Residents refusing to accept the Council's decisions may refuse access to complete the required works	Any prices are likely to include high risk allowances for undertaking and completing the work unless an effective partnership can be created between the contractor, the Council and the residents.	Time delays as attracting suitable and sufficient contractors may prove difficult unless grounds can be found a more negotiated contract.	4	3	12	1. Consider issuing a notice of intention to carry out works and interview prospective contractors to determine if a negotiated contract may prove more successful. 2. Accept that traditional tendering, which places the majority of the risk with the contractor, will be unlikely to deliver value for money	3	3	9
8	Contract delivery will require constant supervision which will have resource implications for the Council	All	An innovative and effective council	Tim Bruce	Unless the residents are onboard and there is the understanding that flexibility will be required to deliver the works, the contract may be extremely difficult to effectively deliver within a reasonable timeframe	Tendered or agreed prices do not reflect the actual cost of delivering the works and either the contractor has difficulty in delivering the works or the Council ends up paying considerably more for the works	The works will be inconvenient and may prevent residents having access to bathing or cooking facilities for times of the day on an individual basis whilst works to the drains could effect many residents	3	3	9	Creation of an effective partnership to complete the works will take a great deal of trust and negotiation, but investing in creating this platform will be resource demanding on the Council	3	2	6
9	Disruption to marketing process	All	Strong communities	Mike Dawson	Residents on site refusing access and other forms of disruption	Inability to market site effectively	Lack of site access	2	3	6	1. Communication strategy to be robust 2. Clear time line issued to residents 3. Complementary means of issuing site information	1	3	3
10	Inability to dispose of the site	Legislative	Protecting those who are most vulnerable	Mike Dawson/ Leanne Sykes	Title issues	Defective title results in legal impediment on sale of site	Delay to sale of site	2	3	6	1. Clear due diligence on site prior to marketing	1	3	3
11	No financial value generated	Financial	Growing the economy	Mike Dawson/ Leanne Sykes	Market perceives no value in the sites	Disposal of site would be at a loss to the Council	0	3	4	12	1. Estimate of site value obtained from outset 2. Cabinet decision accepts may not yield a significant value 3. Determine whether any works would enhance the site value	2	3	6
12	Lack of Control after transfer	Legislative	Protecting those who are most vulnerable	Mike Dawson/ Graham Garrett	Transfer of land will limit the council's control of the management and	Disposal of site would be at a loss to the Council	Resident concerns are realised, leading to criticism of the Council	4	3	12	1. Officer have sought clarity to proposals for the site. 2. Information of proposals to be shared with residents 3. Licence for sites to be time limited in accordance with the proposals	3	2	6
13	Restrictions on sale of land.	All	Protecting those who are most vulnerable	Graham Garrett	Restrictions placed on title preventing or limiting the ability to sell	Properties cannot be sold or can only be sold with the consent of a third party.	Delay due to seeking the consent of a third party and additional costs in meeting requirements of a third party.	3	3	9	1. Undertake title investigation at an early stage to identify any possible issues.	2	3	6
14	Preferred bidder is unable to secure a site licence.	All	Protecting those who are most vulnerable	Graham Garrett	The preferred bidder is either incapable or unlikely to be granted a site licence	Properties cannot be sold.	Properties are retained by the council.	3	4	12	1. Bidders should be required to engage with the Licencing Team before submitting bids or such information as will be required for an application for a site licence should form part of all bids.	3	3	9
15	Judicial Review brought on from the Commission for Racial Equality	All	Protecting those who are most vulnerable	Graham Garrett	Questions raised about the process followed by the Council	Properties cannot be sold.	Properties are retained by the council.	3	4	12	1. Bidders should be required to engage with the Licencing Team before submitting bids or such information as will be required for an application for a site licence should form part of all bids.	3	3	9
14	The cost of surveys, remedial works and disposal process to be met from G & T revenue budget. Not yet fully determine but could range from £20k to £120k	Financial	Protecting those who are most vulnerable	Leanne Sykes	Lack of investment over the last few years with redevelopment having been the proposed route. Withdrawal of government funding	Having to met from a budget which is unlikely to cover everything required and so overspent in a time where savings are required	Resident dissatisfaction with this course of action	4	3	12	Difficult to avoid the need to keep people safe but decommissioning of one site may reduce the potential overspend but create other difficulties	3	3	9
19	Residents end up on the road or double up on private sites.	Reputation	Protecting those who are most vulnerable	Highways Enforcement and planning services.	Residents are forced to leave the site after sell-off or struggle to pay rents.	Increase in unauthorised encampments or overcrowding on private sites. Residents end up homeless.	Additional enforcement cases. More applicants on Council register.	3	1	3	Free pre-application advice to travellers; development plan policies guiding new development if residents wish to develop private site.	2	2	4
20	Increased difficulty meeting identified need through site allocations in the Local Plan.	Financial	Strong communities	Planning & Property Services	Residents leaving the site are officially in 'need' as they become homeless.	Insufficient supply to meet need through land allocations. Council to purchase additional land for allocation.	Additional costs to purchase land on the open market to ensure sufficient suitable land is allocated in the Local Plan.	3	2	6	Seek approval from members to purchase additional land otherwise failure to get Local Plan through examination.	3	2	6
21	Increased need for affordable pitches to be made available through Local Plan allocations.	Financial	Strong communities	Planning & Housing	As a follow on risk from the above. Residents leaving the site cannot afford purchasing/renting a pitch on existing or new sites.	Council to ensure affordable pitches are available on new sites allocated in the Plan given the evidence on increased need/demand following sell-off.	Increased risk to Local Plan robustness as RSL or Council may have to step in to bring forward a proportion of new sites with affordable pitches that remain so in perpetuity.	3	2	6	As above. Allocate sites for delivery of affordable pitches. Seek delivery partner but judged to be difficult at this point as repeat of current exercise basically.	3	2	6
22	Unable to gauge resident's accommodation needs	Reputation	Strong communities	Spatial Planning	Residents being upset about the prospect of change of site ownership.	Residents unwilling to cooperate when approached for interviews as part of the next Gypsy and Traveller Accommodation Assessment (likely to be this year).	Incomplete 'needs' data for Local Plan review and site allocations.	4	2	8	Communications Strategy underpinning GTAA project.	3	2	6
23	Poor publicity for the Council	Reputation	Protecting those who are most vulnerable	Sue Ellison	The Council not being able to robustly respond to external questioning or justify decision	Poor publicity	Loss of confidence in the decision making process	3	2	6	1. Communications Team involved in regular meetings 2. Production of proactive briefing notes and newspaper articles	3	1	3

Equality Analysis Evidence Document					
Title: Dairy House Bridge and Oak Tree Field Gypsy and Traveller Sites					
The cabinet have asked for an assessment of the option to dispose of these two sites but on the basis that they are retained as G&T sites and continue to provide accommodation to the existing residents					
Why are you completing the Equality Analysis? (please tick any that apply)					
Proposed New Policy or Service	Change to Policy or Service ✓	MTFS (Medium Term Financial Strategy) ✓	Service Review		
Version Control					
Version control number	1.0	Date	22 nd March 2019	Reason for review (if appropriate)	To appraise the option for transfer of ownership of two Gypsy and Traveller Sites where the Council no longer has access to the external funding originally targeted for improving these two sites
Risk Rating Score (use Equalities Risk Matrix and guidance)					
**If any of these are 3 or above, an Impact Assessment must be completed. Please check with equalities@wiltshire.gov.uk for advice					
Criteria	Inherent risk score on proposal		Residual risk score after mitigating actions have been identified		
Legal challenge	12 (Significant Risk)		6		
Financial costs/implications	2		2		
People impacts	16 (Significant Risk)		8		
Reputational damage	12 (Significant Risk)		6		
Section 1 – Description of what is being analysed					
<p>The Council currently owns 5 permanent gypsy and traveller sites and one transit site, a total of 100 permanent pitches and 12 transit pitches. These are as follows;</p> <ul style="list-style-type: none"> • Thingley, near Chippenham – 31 permanent pitches (remodelled 2016/17) • Fairhaven, Dilton Marsh – 7 permanent pitches (remodelled 2016/17) • Lode Hill, Downton – 12 permanent pitches (remodelled 2016/17) • Oak Tree Field, Salisbury – 32 permanent pitches • Dairy House Bridge, Salisbury – 18 permanent pitches • Odstock transit site (adjacent to Oak Tree Field) – 12 temporary pitches. <p>The Thingley, Fairhaven and Lode Hill sites which provide a total of 50 permanent pitches, have been remodelled & improved and will remain in Council ownership. However, the Oak Tree Field (OTF) and Dairy House Bridge (DHB) sites along with the transit site adjacent to Oak Tree Field (Odstock transit site) are still in need of investment to enable them to continue in use as gypsy and traveller accommodation.</p> <p>A number of options have been considered for these sites including closure, refurbishment, remodelling and disposal. In July 2018 the Cabinet considered the option of transferring the ownership of the two undeveloped sites to a new owner to enable them to receive the needed investment and remain as gypsy and traveller sites.</p> <p>Transfer of ownership of the sites to a new owner will enable this investment to ensure the sites are able</p>					

to remain in use as gypsy and traveller sites within Wiltshire. Following a marketing and bidding process, it is recommended that the sites are transferred to Bidder B, as outlined within the report to Cabinet on 30th April 2019

This Equality Impact Assessment is therefore geared to consider the implications of this recommendation for transferring the ownership

Section 2A – People or communities that are currently **targeted or could be affected** by any change (please take note of the Protected Characteristics listed in the action table).

The community / people who are impacted by this proposal are:

- The existing residents on both sites, who for many years have been informed that redevelopment of these sites was the proposal of the Council. The remaining three Gypsy and Traveller sites owned by the Council have had this work completed and, due to the investment made, are not being considered for transfer due to the need to generate income to help pay off the investment made by the Council.
- The wider Gypsy and Traveller Community as conditions on Dairy House Bridge and Oak Tree Field mean that vacant units on these sites are not suitable to be offered as accommodation until at least some investment is made. It is questionable that conditions comply with the government's Model Standards 2008 for Caravan Sites in England.

As a result, it could be construed that that Council is not acting in a fair manner to these groups who, up to this point, have been led to believe that the Council would invest in the redevelopment and creation of sustainable housing solutions on these sites. As a result of this previous decision, the council has held off some repairs and only carried out repairs of a temporary nature to keep facilities going rather than spend money on things that would originally been down for complete replacement.

At present there are now 10 plots on these sites that are no longer fit for letting due to fly-tipping, vandalism and poor site conditions, and this means both a loss of rental income and an under provision of accommodation to the wider Gypsy & Traveller community.

What is becoming obvious is that the option to transfer the ownership will not come without some expense on the part of the Council and so it comes down to a comparison of all the options into to reach a sustainable decision.

Any decision not to proceed with the redevelopment option could be considered to be discriminatory towards the Gypsy and Traveller community without a full and proper explanation that clearly demonstrates a transparent decision making process.

Section 2B – People who are **delivering** the policy or service that are targeted or could be affected (i.e. staff, commissioned organisations, contractors)

Council staff, particularly the Gypsy & Traveller Manager in Housing, have been subject to constant questioning about these two sites and when the proposed works were to proceed. The staff in the current Gypsy & Traveller project team give an indication of the level of impact a decision to dispose would have on the Council. The following services are part of team:

- Housing – lead officers
- Strategic Assets
- Legal Services
- Finance
- Strategic Procurement
- Public Health
- Public Protection
- Corporate Services
- Planning
- Communications

Therefore, the implications of any decision are likely to have a call on officers within these teams and at

a cost to the Council.

In addition, it is likely that we will have to make use of external consultants to undertake a variety of services, such as stock condition surveys, valuations and marketing of the sites as we do not have the resources available in the timeframes required to make a clear decision

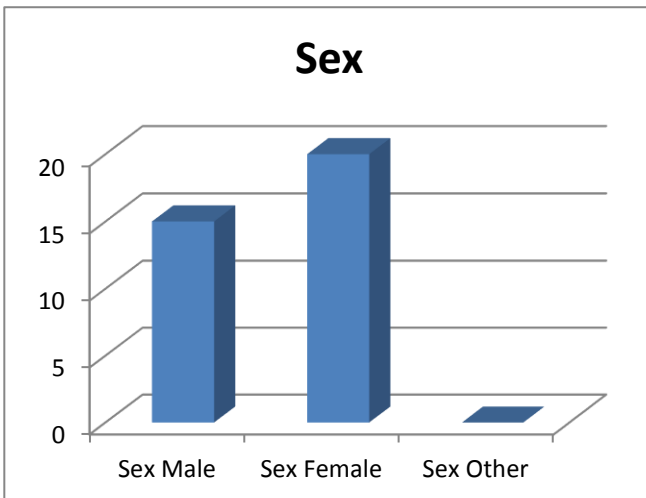
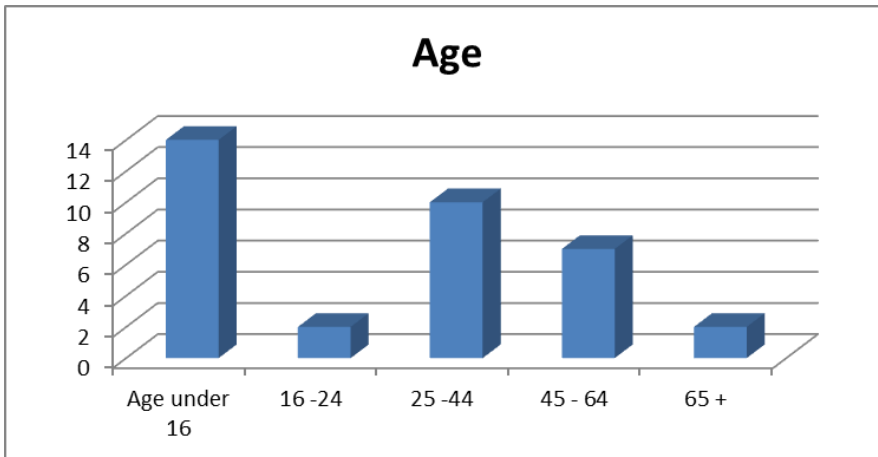
Note: Throughout this Project it is vitally important the Council takes care over our communications and that we ensure there is no discrimination towards the Gypsy & Traveller Community

Section 3 –The underpinning **evidence and data** used for the analysis (Attach documents where appropriate)

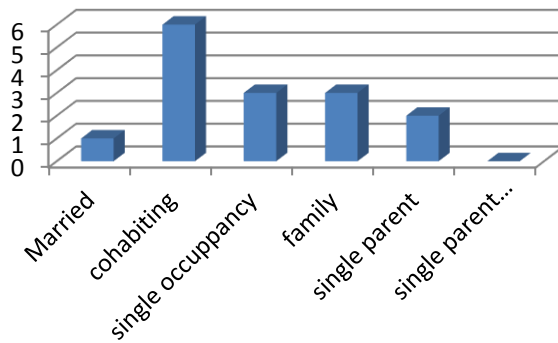
Prompts:

- What data do you collect about your customers/staff?
- What local, regional and national research is there that you could use?
- How do your Governance documents (Terms of Reference, operating procedures) reflect the need to consider the Public Sector Equality Duty?
- What are the issues that you or your partners or stakeholders already know about?
- What engagement, involvement and consultation work have you done? How was this carried out, with whom? Whose voices are missing? What does this tell you about potential take-up and satisfaction with existing services?
- Are there any gaps in your knowledge? If so, do you need to identify how you will collect data to fill the gap (feed this into the action table if necessary)

It is difficult to collect detailed information about the residents, but the following is a summary of the facts that have been put together:



Status



Meetings have been held with Hampshire County Council and Buckinghamshire County Council and we are seeking to meet with Somerset County Council, which have transferred all of their sites to a third party outside of the Council to manage this housing provision.

In support of this project, the following documents have been prepared:

- Risk Register
- Equality Impact Assessment
- Health Impact Assessment
- Consultation Plan
- Communications Plan
- Transfer proposal - outline the approach towards marketing and seeking to maximize value for money
- Legal Proposal – to outline all the legal constraints that might apply to the transfer option

Resident engagement

Resident engagement on both sites has continued throughout the marketing process with regular newsletters produced to keep them informed. At the request of Rev. Jonathan Herbert, C of E Chaplain to Gypsies and Travellers Dorset and Wiltshire, a meeting was held with him and some resident representatives to reassure them through this process and to demonstrate that their concerns were being addressed in the assessment criteria. A number of additional issues were raised at this meeting and so these were placed in a short questionnaire sent to each of the bidders who were shortlisted for interview.

The key concerns and issues raised by residents regarding a change of site ownership are;

- increased rents and service charges
- requirement to rent mobile homes from the new owners
- less security of tenure and threats of eviction
- less open and transparent management policies
- possibility of discrimination against and victimisation of some residents which, due to culture of the residents, isn't reported
 - mixing of different gypsy and traveller ethnic or cultural groups on one site could lead to issues of community cohesion
- Whether bidders would engage with them and allow the bid information to be made available to them
- the policy relating to pets on the site

Resident representatives were also invited to be involved in the due diligence process by carrying out joint site visits with officers to sites owned by the chosen short-listed companies, however, this offer was refused. These site visits were to ensure that the companies were able to demonstrate a proven track record in the improvement and management of GRT sites.

***Section 4 – Conclusions** drawn about the impact of the proposed change or new service/policy

Prompts:

- What actions do you plan to take as a result of this equality analysis? Please state them and also feed these into the action table
- Be clear and specific about the impacts for each Protected Characteristic group (where relevant)
- Can you also identify positive actions which promote equality of opportunity and foster good relations between groups of people as well as adverse impacts?
- What are the implications for Procurement/Commissioning arrangements that may be happening as a result of your work?
- Do you plan to include equalities aspects into any service agreements and if so, how do you plan to manage these through the life of the service?
- If you have found that the policy or service change might have an adverse impact on a particular group of people and are **not** taking action to mitigate against this, you will need to fully justify your decision and evidence it in this section

Shortly after the Cabinet Report in July, a letter was received from the Commission for Racial Equality who were opening up the possibility of a Judicial Review of the Council's decision to consider transfer of the proposed sites. However, due to the robust approach being taken, legal services were able to demonstrate that this has been a transparent process and that we were seeking an outcome that would benefit both the residents and the Council.

Nevertheless, officers decided that it would be appropriate to continue to demonstrate this transparency of the process by referring the final decision to the Cabinet in a public forum, rather than the delegated powers which were granted under the July 2018 Cabinet decision. Given the results of the bidding process and the closeness of the results, officer considered it appropriate to bring the matter back to Cabinet for a final decision.

If cabinet make the decision to offer the sites to Bidder B, we will make available the policies, procedures and investment plan provided, to the residents (this was agreed to in advance by Bidder B)

Following the decision, the project team will continue to work together through the transition period to ensure continuity of engagement with residents.

When any transfer of ownership completes, the new owners and the council will maintain a relationship into the future, as the council will be responsible for licensing the sites and ensuring compliance with licensing conditions.

Successful transfer of ownership to the preferred bidder should ensure the necessary investment into the sites, giving a positive outcome for the existing residents and also increasing the number of good quality pitches for Gypsy, Roma and Travellers in Wiltshire.

***Section 5 – How will the outcomes from this equality analysis be monitored, reviewed and communicated?**

Prompts:

- Do you need to design performance measures that identify the impact (outcomes) of your policy/strategy/change of service on different protected characteristic groups?
- What stakeholder groups and arrangements for monitoring do you have in place? Is equality a standing agenda item at meetings?
- Who will be the lead officer responsible for ensuring actions that have been identified are monitored and reviewed?
- How will you publish and communicate the outcomes from this equality analysis?
- How will you integrate the outcomes from this equality analysis in any relevant Strategies/Polices?

The details within the document will be kept under review by the Gypsy & Traveller Project Team assembled to undertake the review of the transfer option. The Project Team meets monthly but this document will be placed on the agenda on a quarterly basis and kept under constant review to ensure that decisions are reached in a transparent manner.

***Copy and paste sections 4 & 5 into any Committee, CLT or Briefing papers as a way of summarising the equality impacts where indicated**

Please send a copy of this document to Equalities@wiltshire.gov.uk

Completed by:	<ul style="list-style-type: none"> • Tim Bruce – Strategic Asset Manager – Housing • Emily Higson – Corporate Services 	
Date	22 nd March 2019	
Signed off by:	<ul style="list-style-type: none"> • Simon Hendey – Director, Housing & Commercial • Alistair Cunningham - Corporate Director Growth, Investment & Place 	
Date	tbc	
To be reviewed by:	<ul style="list-style-type: none"> • Emily Higson together with the G&T Project Team 	
Review date:	Quarterly basis as Project Team Meetings	
For Corporate Equality Use only	Compliance sign off date:	tbc

Equality Impact Issues and Action Table (for more information on protected characteristics, see page 7)					
Identified issue drawn from your conclusions (only use those characteristics that are relevant)	Actions needed – can you mitigate the impacts? If you can how will you mitigate the impacts?	Who is responsible for the actions?	When will the action be completed?	How will it be monitored?	What is the expected outcome from the action?
Age					
Based on the demographics of the existing residents, there are a number of young children living on these sites and therefore, keeping them and their families safe must be a priority	The key action is to seek to maintain the sites in sufficient condition that warrants the maintenance of existing homes	Mike Davies/ Nicole Smith	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group
Disability					
Based on the demographics of the existing residents, there are no particular concerns in this area	None at this present time	Mike Davies/ Nicole Smith	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group
Gender Reassignment					
Based on the demographics of the existing residents, there are no particular concerns in this area	None at this present time	Mike Davies/ Nicole Smith	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group
Marriage and Civil Partnership					
Tbc	Tbc	Mike Davies/ Nicole Smith	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group
Pregnancy and Maternity					
Tbc	Tbc	Mike Davies/ Nicole Smith	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group

Race (including ethnicity or national origin, colour, nationality and Gypsies and Travellers)					
This is the area of most concern as we are dealing with a specific cultural and racial group within the Gypsy and Traveller Community	All Officers and Members need to understand how decisions reached may impact on this community, which is why consultation and involvement is so vital	The Whole Project Team and Members	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group
Religion and Belief					
Based on the demographics of the existing residents, there are no particular concerns in this area	None at this present time	Mike Davies/ Nicole Smith	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group
Sex					
Based on the demographics of the existing residents, there are no particular concerns in this area	None at this present time	Mike Davies/ Nicole Smith	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group
Sexual Orientation					
Based on the demographics of the existing residents, there are no particular concerns in this area	None at this present time	Mike Davies/ Nicole Smith	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group
Other (including caring responsibilities, rurality, low income, Military Status etc)					
Cultural Awareness Low income on most residents	The Corporate Business Plan refers to 'Protecting those who are most vulnerable' and many of the residents living and seeking this housing provision fall within this category. Care and support must be given to our residents to ensure that the impact of decisions is minimized	The Whole Project Team and Members	Ongoing	Through the Project Team Meetings	That the impact on residents is minimized and that all existing residents are able to remain in occupation. No acts or statements that could be construed as discrimination towards this group

Page 175

Calculating the Equalities Risk Score

You will need to calculate a risk score twice:

1. On the inherent risk of the proposal itself (without taking into account any mitigating actions you may identify at the end of the Equality Analysis (EA) process)
2. On the risk that remains (the residual risk) after mitigating actions have been identified

This is necessary at both points to:

- Firstly, identify whether an EA needs to be completed for the proposal and;
- Secondly, to understand what risk would be left if the actions identified to mitigate against any adverse impact are implemented

Stage 1 - to get the inherent risk rating:

1. Use the [Equalities Risk Criteria Table](#) below and score each criterion on a scale of 1 - 4 for the impact and 1 – 4 on their likelihood of occurrence. Multiply these 2 scores together (Likelihood x Impact) to get a score for that criterion (this will range from 1 – 16).
2. Record each of these scores in the [table](#) at the beginning of this document
3. Assess whether you need to carry out an EA using the guidance box below (stage 2).

Stage 2 - to identify whether an EA needs to be carried out:

If your inherent risk score (for any criteria) is:

12 – 16 or Red = High Risk. **An Equality Analysis must be completed.** Significant risks which have to be actively managed; reduce the likelihood and/or impact through control measures.

6 – 9 or Amber = Medium Risk. **An Equality Analysis must be completed.** Manageable risks, controls to be put in place; managers should consider the cost of implementing controls against the benefit in the reduction of risk exposure.

3 - 4 or Green = Low Risk. **An Equality Analysis must be completed**

1 – 2 or Green = Low Risk. **An Equality Analysis does not have to be completed**

Stage 3 - to get the residual risk rating:

1. Repeat the process above when mitigating actions have been identified and evidenced in the [table](#) on page 3 to calculate the **residual risk**
2. Make a note of the residual risk score in the [table](#) on the first page of the EA template

Equalities Risk Criteria Table

Impact Criteria	Low 1	Moderate 2	Substantial 3	Critical 4
Legal challenge to the Authority under the Public Sector Equality Duty	Complaint/initial challenge may easily be resolved	Internal investigation following a number of complaints or challenges	Ombudsman complaint following unresolved complaints or challenges	Risk of high level challenge resulting in Judicial Review
Financial costs/implications	Little or no additional financial implication as a result of this decision or proposal	Medium level implication with internal legal costs and internal resources	High financial impact - External legal advice and internal resources	Severe financial impact - legal costs and internal resources
People impacts	No or Low or level of impact on isolation, quality of life, achievement, access to services. Unlikely to result in harm or injury. Mitigating actions are sufficient	Significant quality of life issues i.e. Achievement, access to services. Minor to significant levels of harm, injury, mistreatment or abuse OR, low level of impact that is possible or likely to occur with over 500 people potentially affected	Serious Quality of Life issues i.e. Where isolation increases or vulnerability is greatly affected as a result. Injury and/or serious mistreatment or abuse of an individual for whom the Council has a responsibility OR, a medium level of impact that is likely to occur with over 500 people potentially affected	Death of an individual for whom the Council has a responsibility or serious mistreatment or abuse resulting in criminal charges OR High level of impact that is likely to occur, with potentially over 500 people potentially affected
Reputational damage	Little or no impact outside of the Council	Some negative local media reporting	Significant to high levels of negative front page reports/editorial comment in	National attention and media coverage

Page 177

Equalities Risk Matrix

		Acceptable		Actively managed	
Impact	Critical (4)	4	8	12 Significant risk	16 Significant risk
	Substantial (3)	3	6	9	12 Significant risk
	Moderate (2)	2	4	6	8
	Low (1)	1	2	3	4
		Very unlikely (1)	Unlikely (2)	Likely (3)	Very likely (4)
		Likelihood of occurrence			

The protected characteristics:

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds). This includes all ages, including children and young people and older people.

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment - The process of transitioning from one gender to another.

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Marriage and civil partnership - Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships' and from 29th March 2014, same-sex couples can also get married at certain religious venues. Civil partners must be treated the same as married couples on a wide range of legal matters.

Pregnancy and maternity - Pregnancy is the condition of being pregnant.

Maternity refers to the period of 26 weeks after the birth, which reflects the period of a woman's ordinary maternity leave entitlement in the employment context.

Sex (this was previously called 'gender') - A man or a woman.

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

You are also protected if you are discriminated against because you are **perceived** to have, or are **associated** with someone who has, a protected characteristic. For example, the Equality Act will protect people who are caring for a disabled child or relative. They will be protected by virtue of their association to that person (e.g. if the Carer is refused a service because of the person they are caring for, this would amount to discrimination by association and they would be protected under the Equality Act)

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank