

AGENDA

Meeting: Cabinet
Place: Committee Room III - County Hall, Trowbridge
Date: Tuesday 15 February 2011
Time: 2.00 pm

Membership:

Cllr John Brady	Cabinet Member for Economic Development, Planning and Housing
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Health and Wellbeing
Cllr John Noeken	Cabinet Member for Resources
Cllr Fleur de Rhe-Philippe	Cabinet Member for Finance, Performance and Risk
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property and Environment
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Libraries
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture


Please direct any enquiries on this Agenda to Yamina Rhouati, of Democratic Services, County Hall, Trowbridge, direct line 01225 718024 or email yamina.rhouati@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

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 1 - 18)

To confirm and sign the minutes of the Cabinet meeting held on 25 January 2011, previously circulated.

3 Chairman's announcements

4 Declarations of Interest

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

5 Public participation (Pages 19 - 20)

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. Written notice of questions or statements should be given to Yamina Rhouati of Democratic Services by 12.00 noon on Friday 11 February 2011. Anyone wishing to ask a question or make a statement should contact the officer named above.

'Ensure local, open, honest decision making*'

6 Revenue Budget Monitoring 2010/11 (Pages 21 - 36)

A report by the Interim Chief Finance Officer is circulated


7 Wiltshire Council Business and Financial Plans 2011-2015 - Budget 2011/12

Budget Papers

Councillors are kindly requested to bring their copies of the Business Plan and Financial Plan, previously circulated

These can be accessed on the following link of the Council's website:

<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=113&MId=5730&Ver=4>

 The Leader of the Council will present Wiltshire Council's Business Plan and Financial Plan for approval by Cabinet for onward recommendation to Council on

22 February 2011.

The Business Plan and Financial Plan will be considered by a special meeting of the Joint Overview and Scrutiny Select Committees on 10 February 2011. The report of that meeting will follow.

Cabinet is asked to specifically agree recommendations to Council on the following:

- a **Capital Programme Proposals 2011/12 to 2014/15 ***
- b **Housing Revenue Account Budget and Rent Setting 2011/12***
- c **Schools Budget Proposals 2011/12 (Pages 37 - 40)**
- d **Fees and Charges 2011/12***

Reports marked * are contained in the Financial Plan and available on the Council's website for this meeting which can be accessed on the following link:

<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=113&MId=5730&Ver=4>

'Work together to support Wiltshire's Communities*'

8 Helping People to Live at Home (Pages 41 - 80)

 Report by the Corporate Director, Community Services is circulated

'Deliver high quality, low cost, customer focused services*'

9 Outline Campus Development Timetable and Campus Management Proposal (Pages 81 - 98)

 Report by the Corporate Director, Neighbourhood and Planning is circulated

10 Wiltshire Local Transport Plan 2011 - 2026 (Pages 99 - 136)

 Report by the Corporate Director, Neighbourhood and Planning is circulated

Due to their size the following documents will be circulated to Cabinet members only:

Wiltshire Local Transport Plan which includes:

- Strategy
- Implementation Plan
- Public Transport Strategy
- Road Safety Strategy
- Freight Strategy

These documents are available on the Council's website on the following link:

<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=512>

Hard copies are available on request by contacting the officer named on the front page of this agenda.


11 Performance Update (Pages 137 - 158)

Report by the Service Director, Performance is circulated

12 Census 2011 - Update (Pages 159 - 164)

Report by the Director, Public Health and Well Being is circulated

13 Municipal Waste Disposal (Landfill Diversion Contract) - Part I (Pages 165 - 172)

 Report by the Corporate Director, Department for Neighbourhood and Planning is circulated

14 Urgent Items

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

15 Exclusion of the Press and Public


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 16 and 17 below 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.

Part II

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

16 Municipal Waste Disposal (Landfill Diversion Contract) (Pages 173 - 222)

 Confidential report by the Corporate Director, Neighbourhood and Planning is circulated

17 **Award of Salisbury Park & Ride Bus Service Tender** (*Pages 223 - 228*)

Confidential report by the Corporate Director, Neighbourhood and Planning is circulated


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CABINET

MINUTES of a MEETING held at COUNCIL CHAMBER, BROWFORT, BATH ROAD, DEVIZES SN10 2AT on Tuesday, 25 January 2011.

Cllr John Brady	Cabinet Member for Economic Development, Planning and Housing
Cllr Lionel Grundy OBE	Cabinet Member for Children's Services
Cllr Keith Humphries	Cabinet Member for Health and Wellbeing
Cllr Fleur de Rhe-Philippe	Cabinet Member for Finance, Performance and Risk
Cllr Jane Scott OBE	Leader of the Council
Cllr Toby Sturgis	Cabinet Member for Waste, Property and Environment
Cllr John Thomson	Deputy Leader and Cabinet Member for Adult Care, Communities and Libraries
Cllr Dick Tonge	Cabinet Member for Highways and Transport
Cllr Stuart Wheeler	Cabinet Member for Leisure, Sport and Culture

Also in Attendance:	Cllr Richard Beattie
	Cllr Christopher Cochrane
	Cllr Peter Colmer
	Cllr Tony Deane
	Cllr Peter Doyle
	Cllr Richard Gamble
	Cllr Mollie Groom
	Cllr Mike Hewitt
	Cllr Jon Hubbard
	Cllr George Jeans
	Cllr David Jenkins
	Cllr Jerry Kunkler
	Cllr Jacqui Lay
	Cllr Alan Macrae
	Cllr Howard Marshall
	Cllr Laura Mayes
	Cllr Jemima Milton
	Cllr Bill Moss
	Cllr Jeff Osborn
	Cllr Mark Packard
	Cllr Christopher Williams

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

Apologies

An Apology for absence was received from Cllr John Noeken, Cabinet member for Resources. An apology for absence was also received from Cllr Allison Bucknell, Portfolio Holder for Customer Care.

Minutes of the previous meeting

The minutes of the meeting held 14 December 2010 were presented and it was,

Resolved:

To approve and sign the minutes of the Cabinet meeting held on 14 December 2010 as a correct record.

Leader's announcements

No announcements were made.

Declarations of Interest

Cllr Richard Beattie, Portfolio Holder for Economic Development and Tourism declared a personal interest in the items on Future Support for Tourism by virtue of his position as the Council's nominated representative on the Visit Wiltshire Partnership Board.

Public participation

The Leader explained that as usual, she would be happy to allow members of the public to speak at the start of each item if they wished to do so.

Public participation which included questions and statements took place during consideration of the report on the Library Review as referred to at minute number 8 and the item on the Future Support for Tourism as referred to at minute number 15.

The Leader reported receipt of a question from Mr Michael Sprules, Chairperson of Residents Against Development Affecting Recreational Land (RADAR) in respect of speculative planning applications by developers in the context of the emerging Draft Core Strategy.

The Leader referred to the question as circulated together with the response from Cllr Brady, Cabinet member for Economic Development, Planning and Housing.

In response to a query from Mr Sprules on the treatment of speculative planning applications, the Leader explained that each planning application was subject to a due process which was both open and transparent and considered and determined on its own merits. Cllr Brady undertook to provide details to Mr Sprules of the due process that was followed and how the public, particularly concerned residents could engage in the process.

Annual Audit Letter 2009/10

The Leader presented the Annual Audit Letter from the Council's external auditors, KPMG. The Letter summarised the key issues arising from the 2009/10 audit of the Council. The audit had been carried out in accordance with the requirements of the Audit Commission's Code of Practice which required KPMG to review and report on the use of resources and on the annual accounts. Cabinet's attention was drawn to a summary on these key areas.

An unqualified value for money conclusion had been made with KPMG being satisfied that proper arrangements were in place for securing economy, efficiency and effectiveness in the Council's use of resources. An unqualified opinion was also given on the annual accounts with KPMG being satisfied that they gave a true and fair picture of the Council's financial position.

KPMG acknowledged the difficulties of introducing and embedding a new financial system (SAP) but noted that the control and operational issues needed to address them were now in place and were much improved from earlier in the year. KPMG was satisfied that the Council had made good progress in addressing recommendations made during the interim audit.

The covering report included the Chief Executive's response to the Letter in which he explained he was pleased with the positive report and feedback from KPMG. He also stated that it was reassuring to get an impartial view that the Council had made significant improvements and was heading in the right direction and referred to the significant challenges the Council was facing.

The Letter had also been considered by the Standards and Audit Committees in the context of their respective own work programmes and interest. Relevant extracts from the minutes of those meetings presented to Cabinet.

The Leader emphasised that this was a very positive audit especially in the context that this was in respect of the first year of the Council following transition to a unitary authority.

Cllr Jeff Osborn, Chairman of the Organisation and Resources Select Committee drew Councillors' attention that the Select Committee and Audit Committee had arranged a Seminar for Councillors to update them on the SAP system. The Seminar would be held on 16 February 2011 at 9.30am.

Resolved:

That Cabinet welcomes the Annual Audit Letter and asks the Chief Executive to review any outstanding recommendations covered by the Letter and include them in the Council's business planning processes.

Ofsted Rating of Children's Services 2010

Cllr Lionel Grundy OBE, Cabinet Member for Children's Services presented a report on the outcome of OFSTED's assessment of the performance of children's services within Wiltshire. The rating letter from Ofsted was also presented. The Wiltshire rating was assessed as 'Performs Well' and Carolyn Godfrey, Director of Children and Education and her team were congratulated for their continued hard work and efforts in securing improved outcomes for children in Wiltshire.

Whilst this was an improved rating, Cllr Grundy acknowledged that the letter had identified key areas for further development and explained that work was ongoing to:

- improve the overall quality of childminding
- improve primary schools so that more are good or better and
- close the gap in attainment between the majority of 11 year olds and those from low income families as well as those with special educational needs.

Cllr Grundy explained that notwithstanding the above, he was delighted with such a positive rating and emphasised that services for children in Wiltshire were continuously improving

Other Councillors accepted that improvements had been made but warned of complacency and highlighted areas where further improvements were still needed. The Director for Children and Education explained that the rating was the result of an unannounced inspection and that issues highlighted were relatively minor and were being addressed through an action plan which could be made available for the purposes of scrutiny.

The Leader explained that additional resources were being proposed in the budget for children and education services for which she hoped there would be support.

It was noted that the Council's role as a Local Education Authority was a changing one especially with the advent of the academies structure.

Resolved:

That Cabinet note the contents of the report and the rating letter from OFSTED dated 9 December 2010.

Reason for Decision

To inform Cabinet of the outcome of the OFSTED assessment of Children's Services in Wiltshire.

8. Library Review

Public Participation

Questions

The Leader reported receipt of questions from Mr Arthur Lomax and Mrs Barbara Lomax who separately sought a reclassification of Tisbury library and sought an assurance that the services of the Librarian would be retained. The questions and responses from Cllr Thomson, Cabinet member for Adult Care, Communities and Libraries were circulated.

Statements

Mrs Sandra Harry on behalf of Tisbury Parish Council provided a statement as circulated at the meeting and although generally supportive of the initiative expressed concerns over the timescale for implementation. She also explained her Council's aspirations for an extended and much improved library.

Mrs Rachel Hyde made a statement in which she expressed concerns over any measures to reduce library provision at Mere.

A statement supplied by Jackie Hopkins was circulated opposing any measures to reduce library provision at Mere.

The Leader read out a statement provided by Rev Hazel Barkham opposing any reduction in service at Mere Library.

Prior to the public participation outlined above, Cllr Thomson presented a comprehensive report on the outcome of the review of library services and sought Cabinet approval of the proposals contained therein. The report proposed a positive vision and strategy for the library service in Wiltshire, following wide ranging consultation, details of which were outlined in the report. It would enable the Council to provide a professional, comprehensive library service, using funding more efficiently, keeping customer satisfaction levels high and reduce operating costs. It also responded to the challenges facing the Council following the reduction in central Government funding and contributed to the broader goals of the Council and Big Society objectives.

Cllr Thomson stressed that given the rural setting of the County the mobile library service would be retained and that the proposals did not involve closure of any libraries.

To achieve the vision, make the savings required and open up a wide range of opportunities for volunteers and communities to extend provision from a standard set of hours would require the introduction of self service using Radio Frequency Identification (RFID) technology for which there would be set up costs as detailed in the report.

Investing in RFID technology would enable the Council to provide:

21 Council operated libraries

5 mobile libraries including a special service mobile

10 libraries operated in partnership with local communities funded, supported and stocked by the Council

Opportunities for volunteers to extend the opening hours available at many local libraries and to make best use of staff to keep libraries open for core/streamlined hours

12% budget savings of £505k achievable in 2 years as part of the Comprehensive Spending Review

Increased opportunities for financial transactions between the Council and its customers.

The library service would work with communities and GROW, the Community Voluntary Service to enhance community support on volunteering projects. Based on current numbers of volunteers, Cllr Thomson was confident that sufficient volunteers would be available to extend opening hours.

Cllr Thomson made a couple of amendments to the proposals as presented. In response to consultation responses in respect of Pewsey library and following consultation with the Community Area Manager and the Chairman of Pewsey Area Board, he now proposed to retain 3 hours opening on Saturdays.

Cllr Thomson cited Mere library as a shining example of what a library should be in that it also housed other valuable community services including citizens' advice bureau, tourist information centre, NHS health matters, a carer support group and appointments with the Registrar. In discussions with the customer services team within the council agreement was made for 2 staff to work within the library as an indication of its role as a local hub for the community and as a consequence of this additional staffing time then the library opening hours could be increased since the original proposal. In recognition of this, he amended his proposal to retain 31 core hours as opposed to the original proposal of 14. Further increased hours could be arranged with the help of volunteers.

On a general note, Cllr Thomson explained that where hours were being reduced, the local Area Board could use some of its Area Board funding to increase core hours if it felt that strongly about it and taking into account other community needs. However, the preference would be to provide any additional hours through the use of volunteers. Cllr Thomson agreed to provide guidance on this to Area Board Chairmen.

Cllr Jeff Osborn, lead member of the Rapid Scrutiny Task Group on the Library Review presented the report of the Task Group which contained recommendations. It was noted that overall, the Group was supportive of the principles underpinning the vision for the library service. It did mention that earlier engagement with scrutiny would have been more beneficial. It also expressed concern over the implementation timescale for communities to arrange for adequate numbers of sufficiently skilled volunteers to take over level 2 libraries. Cllr Osborn also expressed concern over amendments to proposals being made at this late stage.

Cllr Thomson accepted the Task Group's recommendation which he explained had either already been acted upon or would be. Details of where savings would be achieved and project timeline as requested by the Task Group were presented. Cllr Thomson explained that it was only right and proper that members of the public were able to influence local decision making even at this stage.

During debate, Cllr Thomson responded to the points raised by Councillors and their concerns over preserving library services in their respective areas. Cllr Thomson also made a commitment to consider Tisbury Parish Council's aspirations for Tisbury library at a future meeting of Tisbury Area Board and to involve library users in those discussions. A similar commitment was made to consider aspirations for Ramsbury and Aldbourne library raised by the local division member.

Resolved:

That Cabinet agree the proposed vision for the service, developed through consultation with users and non-users, including key groups as presented subject to the following changes:

Pewsey Library - to retain 3 hours opening on Saturdays.

Mere Library – to increase core opening hours to 31 in conjunction with South West Wiltshire Area Board, Mere Town Council and library users.

That Cabinet approve the bid for capital investment in Radio Frequency Identification (R.F.I.D) technology, subject to the Council's capital programme setting process through the Capital Assets Committee. The council would then be in a position to provide:

- **21 council operated libraries**
- **5 mobiles libraries including a special service mobile**
- **10 libraries operated in partnership with local communities – providing opportunities for volunteers**
- **Opportunities for volunteers to extend the opening hours available at many local libraries, and for the library service to make best use of staff to keep libraries open for core/streamlined hours**

(c) That the recommendations of the Rapid Scrutiny Task Group on the Library Review be accepted noting that some of them had already been acted upon.

Reasons for Decisions:

The decision enables the council to:

- i. Maintain a professional, countywide, library service as defined in the Public Libraries Act 1964, and through the library review work with Wiltshire residents
- ii. Involve communities in extending library service opportunities
- iii. Improve efficiencies within the service, in order to achieve the required savings level of £505,000 within 2 years. This is part of the overall Comprehensive Spending Review savings requirement of 28.4%.
- iv. Achieve a reduction in staffing costs, without affecting service levels
- v. Place the Library at the heart of the community and as the local face of the Council

Delegation of Services to Town and Parish Councils -TUPE Transfer of Wiltshire Council Employees

Cllr Dick Tonge, Cabinet Member for Highways and Transport referred to the Council's initiative to delegate services to town and parish councils. As part of this initiative, an agreement had been reached with Salisbury City Council to delegate the cleaning of Wiltshire Council owned public conveniences and parts of the street cleansing function within the City of Salisbury to Salisbury City Council.

Cllr Tonge presented a report which sought approval to transfer up to nine full time and five part time employees of Wiltshire Council under TUPE Regulations to Salisbury City Council to effect this delegation.

Resolved:

(a) That Cabinet:

approve the transfer of up to nine full time and five part time employees of Wiltshire Council under TUPE Regulations to Salisbury City Council and

Delegates authority to the Director of Neighbourhood and Planning to progress and conclude the transfer of the Council's employees as required.

(b) The constitutional requirement which reserves approval of transfer of employees in or out of the Council to Cabinet be reviewed to allow for delegation as appropriate.

Reasons for decisions:

To enable the Council to delegate services to Salisbury City Council as part of its initiative to Delegate Services to Town and Parish Councils and to ensure the ongoing success of delegated services by managing the transition process effectively and fully supporting those affected during this period.

10. **Older People Accommodation Development Strategy**

Cllr John Thomson, Cabinet Member for Adult Care, Communities and Libraries presented a report which sought in principle Cabinet approval of an Older People Accommodation Development Strategy, details of which were also presented.

The Strategy provided indicative proposals that would enable the Council to deliver a single integrated older people's accommodation system in Wiltshire working in partnership with the public, private and voluntary sectors.

The overarching Strategy which if approved would be in place for the next ten years would enable the development of some 715 units of new, mixed tenure extra care housing to meet identified needs in 16 communities. It proposed a review of existing sheltered housing stock throughout the County to ensure it was meeting current and future needs. It also proposed measures to ensure that private sector initiatives contributed to achieving the Council's desired outcomes for older people in the County.

An indication was given of the facilities to be provided in each of the community areas as a result of the Strategy, details of which would be presented to the respective Area Board.

Cllr Mike Hewitt presented the report of the Rapid Scrutiny Task Group held on 19 January 2011 into the Strategy which included a number of recommendations. The Task Group had acknowledged the need for significant investment in older people's accommodation in Wiltshire and the financial savings and improvements to people's lives that could be achieved through this programme of work. It also acknowledged the scale and complexity of the project and the work already done by officers and the Cabinet member and Portfolio Holder. A revised Communications Strategy was presented in response to recommendations made by the Task Group. Cllr Thomson explained that the recommendations made had either already been acted upon or would be.

During debate a number of Councillors whilst supportive of the general principle, expressed concern over how facilities could be configured within their respective Divisions. Councillors also emphasised the need for effective communications on the implementation of the Strategy to include consultation with the local Division member. Cllr Thomson emphasised that this was about approving, albeit in principle, the overarching Strategy and that consultation would of course be undertaken on any site specific proposals at the appropriate time. He offered the services of the DCS team to provide further clarification on request.

Resolved:

That Cabinet:

approve the Older People Accommodation Development Strategy attached as presented at Appendix 1;

authorise the procurement of a Preferred Development Partner Framework, the term of the framework to be 10 years, in conjunction with Devon County Council, including the principle of the assembly of parcel(s) of land for disposal. An additional report will be presented to the Capital Assets Committee and Cabinet once the tender exercise has been conducted;

approve the principle of the closure of existing facilities and the associated re-housing of residents into alternative facilities. Displaced residents will be able to move back to redeveloped facilities on the original site where they lived if there is a new facility in place that can provide for their care needs at that time;

approve the revised Communications Strategy as presented which sets out a methodology for a comprehensive stakeholder consultation and engagement process with all of the residents, families, carers, support workers, staff and partner organisations involved. The Strategy includes consultation with the Area Boards;

authorise the production of a Development Strategy Project Plan and a detailed level Risk Management plan, to be reported to the Capital Assets Committee on a bi-annual basis, and the undertaking of a detailed Human Rights and Equalities Impact assessments of the proposals;

acknowledge the financial implications associated with the older people accommodation development strategy and request that a further report is presented to Cabinet with further detail once the OSJCT contract renegotiations have progressed;

acknowledge that the implementation of this strategy would require a proportion of Wiltshire's Social Housing Grant allocation to support the development of extra care accommodation, but that the total indicative requirement of £44m may be reduced as a result of the joint development framework tendering exercise;

note the requirement for an ongoing revenue budget to fund the development and implementation of the strategy of £200,000 per annum, which will be considered as part of the departmental budget proposals for 2011/2012.

- (i) accept the recommendations of the Rapid Scrutiny Task Group held on 19 January 2011 noting that they had already been acted upon or would be.**

Reasons for Decisions:

Innovative responses are needed as demographic changes put unsustainable pressure on the Wiltshire's existing stock of accommodation for older people.

People have a right to live in modern, affordable, fit for purpose homes where changing needs can be met from within their own communities.

Continued investment into existing facilities which are not fit for purpose and cannot be made fit for purpose is an ineffective use of increasingly scarce resources both in terms of capital and revenue funding.

The new facilities that are brought into being by this project will be "state of the art", efficient and cost effective to run and manage

The cost avoidance of approximately £600m achievable by the proposals over the next 25 years will help to offset the challenges of the forecast demographic change around older people and is achieved through a diversion of people from residential care to community support or specialist nursing or dementia care, which achieves an on average saving per person of £44 per week.

Energy, Change and Opportunity (ECO) Strategy

Cllr Toby Sturgis, Cabinet Member for Waste, Property and Environment presented a report which sought Cabinet approval of an Energy, Change and Opportunity (Eco) Strategy, details of which were also presented. Cllr Sturgis confirmed that the Environment Select Committee had been involved in the development of the Strategy and was fully supportive of it.

This represented the Council's first strategy to address energy resilience and the effects of climate change following the report to Cabinet in June 2010. That report had highlighted the Council's responsibilities relating to climate change and carbon reduction.

The report set out the background to the drawing up of the Strategy which included reference to the Council having signed the Nottingham Declaration on climate change. The decision to do so had been ratified by Council in September 2009 when it also reaffirmed the Council's commitment to tackling the causes and effects of climate change and signed up to the 10:10 campaign.

The scope of the Strategy included both council services and Wiltshire as a whole in relation to those aspects of Wiltshire life that the Council could influence eg planning, transport, flood management and community engagement. The Strategy set out where we are now, where we want to get to and the general approach for how we are going to get there. As a minimum various actions plans as mentioned in the report would be produced by the end of the year.

In response to a question, clarification was given over news reports that the Council had been fined quite substantially over its carbon emission rates. It was explained that this was not in fact a fine. The council was required to buy carbon credits in advance with the money recycled to the Council according to its success in reducing emissions. However, the Government had changed the rules and decided not to return any of the credit funding to large public and private sector organisations

Resolved:

That Cabinet:

- (a) approves the framework Energy, Change and Opportunity (ECO) Strategy set out in Appendix 1 of the report presented;**
- (b) agrees that the Climate Change Board should oversee the delivery of the Strategy and be renamed the Energy, Change and Opportunity (ECO) Board and**

- (c) agrees that the ECO Board should be responsible for approving and monitoring delivery against the following Action Plans to be developed during 2011 and 2012 under the framework Strategy:
- (i) Carbon Management Plan for the Council's emissions
 - (ii) Climate Change Adaptation Plan for Wiltshire
 - (iii) Low Carbon Transition Plan for Wiltshire
 - (iv) Renewable Energy Action Plan for Wiltshire

Reasons for Decisions

Given the wide range of responsibilities that local authorities have relating to climate change, it is necessary to have a robust framework for discharging these responsibilities in the form of a strategy.

The Climate Change Board was established in July 2009 with the aim of overseeing the Council's Climate Change work programme. It is well placed to monitor progress as it is chaired by the Cabinet Member for the Environment and has representation from a corporate director and service directors across the Council.

Action plans will be developed to address the areas of responsibility that are not currently covered through existing Council plans and strategies.

Interim Report on Treasury Management Strategy 2010-11

Cllr Fleur de Rhe-Philipe, Cabinet Member for Finance, Performance and Risk presented a report on the interim Treasury Management Strategy for the period 1 April to 30 September 2010 to provide an opportunity to review the Strategy.

The report confirmed that there had been no major variations from the Strategy for this period and no action was therefore required.

Resolved:

That Cabinet note the report in line with the Treasury Management Strategy.

Reason for Decision

The report was a requirement of the Council's Treasury Management Strategy.

13. **Treasury Management Strategy 2011/12**

Cllr Fleur de Rhe-Philipe, Cabinet Member for Finance, Performance and Risk

presented a report on the Treasury Management Strategy for 2011/12 for Cabinet's consideration and if accepted, for onward recommendation to Council on 22 February 2011.

The Strategy in particular covered the following areas:

The Prudential and Treasury Indicators for the next three years;
Other debt management decisions required for 2011/12 that do not feature within the indicators and
The Annual Investment Strategy for 2011/12

Recommended to Council:

- (a) To adopt the Prudential and Treasury Indicators (Appendix A of the report presented).**
- (b) To adopt the Annual Investment Strategy (Appendix B).**
- (c) To delegate to the Chief Finance Officer the authority to vary the amount of borrowing and other long term liabilities within both the Treasury Indicators for the Authorised Limit and the Operational Boundary.**
- (d) Authorise the Chief Finance Officer to agree the restructuring of existing long term loans where savings are achievable or to enhance the long term portfolio.**
- (e) Agree that short term cash surpluses and deficits continue to be managed through temporary loans and deposits.**
- (f) Agree that any long term surplus cash balances not required to cover borrowing are placed in authorised money-market funds, particularly where this is more cost effective than short term deposits and delegate to the Chief Finance Officer the authority to select such funds.**

Reason for Decision

The proposals are required to comply with statutory guidance and reflect best practice.

14. **2011/12, and 2012/13 Indicative Council Tax, Rents, Fees & Charges and NNDR Setting Consultation**

Cllr Fleur de Rhe-Philipe, Cabinet Member for Finance, Performance presented a report which sought Cabinet approval of a timetable for setting the 2011/12 Council Tax, Rents, Fees and Charges and National Non-Domestic Rates (NNDR).

The key meeting dates of the Council were as follows:

Cabinet - 8 & 15 February 2011
Joint Overview and Scrutiny - 10 February 2011
Council - 22 February 2011

In addition, various other meetings were scheduled including Schools Forum and with Local Chambers of Commerce, Trade Unions, Tenants and Area Public Consultation and precepting authorities.

Resolved:

That Cabinet approve the timetable and level of consultation set out at paragraph 6 of the report presented.

Reason for Decision

To enable the Council Tax to be set in the statutory timetable.

15. ** Future Support for Tourism - Part I**

Public Participation

Mr Ian Storey addressed Cabinet on the Corsham Area Heritage and Information Centre.

Cllr Richard Beattie, Portfolio Holder for Economic Development and Tourism declared a personal interest in this item by virtue of his position as the Council's nominated representative on the Visit Wiltshire Partnership Board.

Cllr Richard Beattie presented a report which sought Cabinet agreement to the main terms of a deed of grant agreement with the new VisitWiltshire company. The report also sought approval to undertake further consultation with staff and trade union representatives leading to the TUPE transfer of staff from Wiltshire Council to the company.

The report also updated Cabinet on the present position following decisions it previously made on this on 19 October 2010.

Resolved:

That Cabinet:

agrees further consultation with staff and trade union representatives and due diligence leading to the TUPE transfer of

staff from Wiltshire Council to the new VisitWiltshire company from 1 April 2011 and

agrees to the completion of a 3 year rolling deed of grant agreement with the new VisitWiltshire company to include the following support:

Grant funding as follows:

2011/12: £500,000

2012/13: £500,000

2013/14: £500,000

This is subject to the condition that at the end of each financial year, the Council has the discretion to vary the funding for subsequent years should the company's membership income in that year be greater than that stated in the business plan. However, this is subject to the retention of a financial incentive to generate membership income. This is also subject to the Council being able to provide one year's notice of termination starting at the end of Year 2. This is in addition to the normal clauses relating to termination within Council service level agreements.

- The transfer of furniture and equipment currently used by VisitWiltshire staff to the new VisitWiltshire company for the consideration of £1.**
- The provision of accommodation on a rent free basis for the period of the agreement to the new VisitWiltshire company subject to the availability of Council owned property that is suitable for the needs of the company. There would be no cash equivalent to this offer.**

Reason for Decision

- (i) To implement the second stage of the process agreed at the October Cabinet.
- (ii) The support for the new VisitWiltshire company will enable the delivery of the objectives identified in its 3 year business plan. In particular, it will enable the profile of Wiltshire as a tourism destination to be raised in the face of stiff competition from other destinations in the UK.
- (iii) Further due diligence and consultation with staff and trade unions in respect of the TUPE transfer of staff to the new VisitWiltshire company will help to reassure Wiltshire Council that any risks to either the Council or its staff have been minimised and to help identify those staff that are willing to be transferred. **Urgent Items**

There were no urgent items.

Exclusion of Press and Public

Resolved:

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 the following item because it is likely that if members of the public were present there would be disclosure to them of exempt information as defined in paragraphs 3 & 4 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.

18. **Future Support for Tourism - Part II**

Cllr Richard Beattie, Portfolio Holder for Economic Development and Tourism declared a personal interest in this item by virtue of his position as the Council's nominated representative on the Visit Wiltshire Partnership Board.

Cllr Richard Beattie presented a confidential report which outlined the outcome of investigations regarding the feasibility of transferring control of the Tourist Information Centres to the local community.

Resolved:

- (a) That the recommendations contained within the report be adopted.
- (b) That local Division members be kept involved.

Reason for Decision

As set out in the confidential report.

(Duration of meeting: 10.30 am - 1.50 pm)

These decisions were published on the 28 January 2011 and will come into force on 7 February 2011

The Officer who has produced these minutes is Yamina Rhouati, of Democratic & Members' Services, direct line 01225 718024 or e-mail

yamina.rhouati@wiltshire.gov.uk

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Wiltshire Council

Cabinet

15 February 2011

Item 5 – Public Participation

Statement from Dr J T Walker, Chair of COGS (Cycling Opportunities Group, Salisbury) in respect of the Wiltshire Local Transport Plan (Item No. 10)

COGS are disappointed that the Local Transport Plan being presented to Cabinet considers cycle networks to be only a 'medium' priority for investment.

We note that the consultation responses in Appendix 2 of the report to Cabinet (paras 11 – 28) contain numerous references to responses suggesting the priority assigned to cycling should be increased – e.g.

- “Themes that emerge through the written responses associated with these questions include that ... more emphasis should be given to sustainable transport measures such as cycling, walking, passenger rail and smarter choices” [para 16]
- “The responses to question 4 on the proposed approaches to the national transport goals include the following suggestions: Re-prioritise the user hierarchy on many roads towards pedestrians and cyclists.” [para 17]
- The comments made at the workshops on the overall strategy included that: ... Cycle routes need to be implemented between towns and villages as well as in them. [Para 18]
- In terms of investment priorities, a clear consensus emerged through the workshops on a number of options: • High(er) priority:cycle networks;’ [para 19]

The rationale for ignoring the views of consultees and leaving cycle networks as only medium priority is not adequately justified. Indeed, the LTP itself makes many statements which strongly support cycling – e.g. “Research shows that increased walking and cycling have the potential to be low cost,

high value measures that produce a number of benefits including: improvements in people's health and fitness, improved mental health and reduced stress levels, less traffic congestion, an improved quality of life for communities, reduced air pollution and CO2 emissions, the provision of affordable and accessible travel options for nearly all groups of people, reduced energy dependence." [para 6.65]

Both School Travel Plans and the Sustainable transport packages which are being developed for Chippenham, Devizes, Salisbury and Trowbridge are deemed to be high priority for investment, and cycling has a key role to play in both these areas. We hope therefore that Wiltshire's Local Transport Plan will be amended to make it clear that cycle networks will be considered a high priority for investment.

Agenda Item 6

Wiltshire Council

Cabinet

15 February 2011

**Subject: Revenue Budget Monitoring 2010-11
(As at the end of Period 9)**

Cabinet Member: Councillor Fleur de Rhé-Philipe - Finance, Performance and Risk

Key Decision: No

Executive Summary

To advise Cabinet of the revenue budget monitoring position as at 31 December 2010 for financial year 2010-11. At this point in time an overspend of £1.117 million is projected. This is a £1.162 million increase in the forecast position since the last monitoring report of (£0.045) million, mainly as a direct consequence of assumptions made by officers around the ICT service budget. Future revenue monitoring reports will highlight ongoing progress to achieve a balanced budget.

Proposal

To note the report showing a forecast overspend of £1.1 million relating to the exceptional activity on Winter Maintenance and the transitional costs associated with the IT service.

Reasons for Proposals

That Members can approve a continued corporate approach to managing the financial pressures and government reductions.

**Michael Hudson
Interim Chief Finance Officer**

Wiltshire Council

Cabinet

15 February 2011

**Subject: Revenue Budget Monitoring 2010-11
(as at the end of Period 9)**

Cabinet Member: Councillor Fleur de Rhé-Philipe - Finance, Performance and Risk

Key Decision: No

Purpose of Report

1. To advise Cabinet of the revenue budget monitoring position as at the end of Period 9 (31 December 2011) for financial year 2010-11.

Background

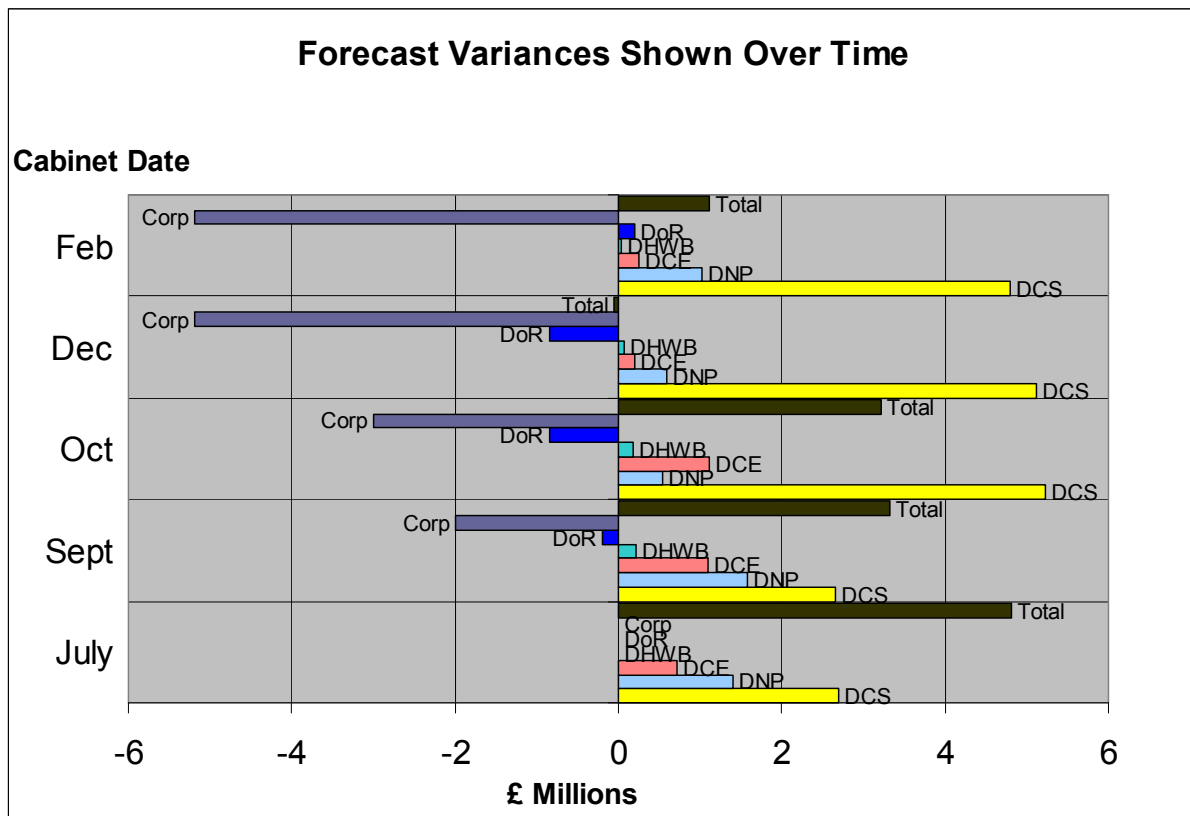
2. Following an initial review of budget monitoring, this report is set out slightly differently from previous updates to Members. The key changes are: -
 - Presentational - inclusion of graphs and tables, with focus on Departmental monitoring including the impact of the Government's reduction to Area Based Grants in June 2010.
 - Completeness - forecasts for the Housing Revenue Account have been included. In addition, assessments of general fund and earmarked reserves are raised.
 - Risk - Accountancy focus continues to be on those services that forecast to over or underspend by 31 March 2011 by + / - £0.5 million. Budget monitoring and the forecast variance have all been linked to the setting of the 2011-15 business and financial plan.

Main Considerations for the Council

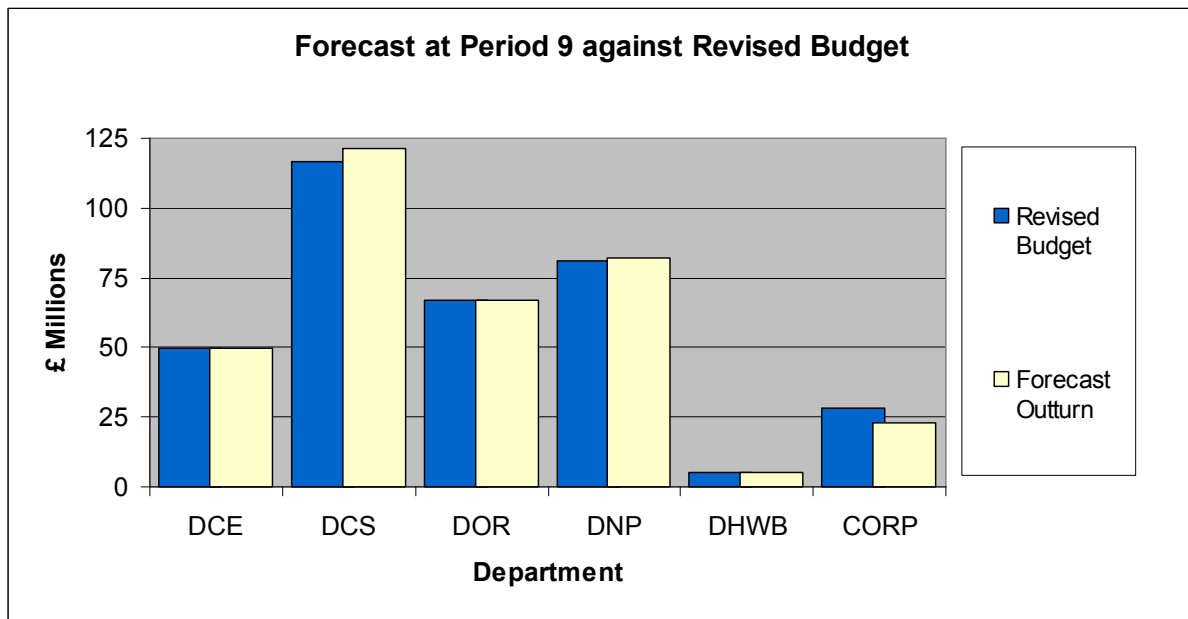
3. The projected year end position for the relevant account is as follows:

	Revised Budget £ m	Actual Period 9 £ m	Forecast Y/E £ m	Under/ Overspend £ m	Movement from period 7 £ m
General Fund	346.243	394.603	347.630	(1.117)	1.162
HRA	(1.292)	(2.981)	(1.006)	0.286	0.286

4. The forecast for the General Fund shows a continued improvement until the latest position outlined in this report and shown in the graph below which details the forecast variance for each department, the council overall over each report to Cabinet.



5. The graph below shows the forecast outturn position against the revised annual budget for each department as at period 9. A full analysis is provided in Appendix 1.



6. The key areas of movement since last period has been:
- DCS – £0.324 million reduction due to continued tight monitoring and stricter controls on the process for packages of care.
 - DCE – £0.046 million increase due to an increase in expenditure on placements made outside the county.
 - DNP – £0.428 million increase due to exceptional activity on Highways Maintenance during the recent cold spell.
 - DHWB - £0.038 million reduction arising from vacancies.
 - DOR - £1.050 million increase largely due to the assumptions made within the ICT service.
7. The detail around these departmental projections is set out at Section 5 of this report and Appendix 1.
8. As the budget is now forecast to be overspent the impact of the £1.117 million will be a further draw on the general fund reserve, this is detailed in paragraph 30 and has been fully allowed for in the 2011-12 revenue budget proposals. However, more work will continue in bring back the budget to a balanced position and budget monitoring will continue to review this and the total position.

Detailed Monitoring

General Fund

10. The overall net position by departments is as follows:

Department	Revised Budget £ m	Actual Period 9 £ m	Forecast Y/E £ m	(Under)/overspend £ m	(Under)/overspend Reported at period 7 £ m	Movement since period 7 £m
DCE (paras 12-13)	48.966	169.133	49.213	0.247	0.201	0.046
DCS (paras 14-17)	116.222	100.531	121.022	4.800	5.124	(0.324)
DNP (paras 18-21)	80.950	60.597	81.973	1.023	0.595	0.428
DHWB (paras 22-23)	5.078	3.333	5.111	0.033	0.071	(0.038)
DOR (paras 24-26)	66.993	56.586	67.193	0.200	(0.850)	1.050
Corporate (paras 27-28)	28.034	4.423	22.848	(5.186)	(5.186)	-
TOTAL	346.243	394.603	347.360	1.117	(0.045)	1.162

11. A summary of the forecast is set out by Departments in the following sections:

Department for Children and Education (DCE)

12. As at the end of December the Department is forecasting a £0.247 million overspend, of which £0.710 million is the central government ABG reduction. There has been an increase in expenditure against placement budgets for looked after children (LAC). Expenditure on placements made out of authority has increased by £0.349 million since the previous report to Cabinet, largely accounted for by court ordered mother and baby assessments at high weekly cost. It is anticipated that the new provision at Towpath Road will yield savings against this budget but it is too early to say whether these will be significant in the current year. The in house fostering service is expected to overspend by £0.697m as a result of increased numbers of placements being made with in-house carers. A growth proposal has been submitted as part of the 2011/12 budget to address this budget shortfall in future years. In addition the cost of Care Leavers and Asylum Seeking Children looks set to exceed the budget by £0.244m as this client group continues to grow.
13. The increase in expenditure has been offset by projected underspends within Youth Development Services and Commissioning & Performance.

Community Services

14. At the end of December 2010, the Department of Community Services is reporting a revised over spend forecast of £4.8 million, £0.277 million of this is the in year central government ABG reduction. This reflects an improved position for the department of £0.324 million since the last report. This revised forecast continues to reflect the demand related trends that the Department has faced over the last 2 financial years, as previously reported.
15. The Department continues to ensure that expenditure is tightly controlled. All packages of care are agreed through a panel process, against strict criteria to ensure that the most cost effective placement is always made as well as meeting a person's needs. Further tightening of spending controls has been implemented to control spending with formal authorisation of care packages now at Service Director level. The Department has also reviewed its existing programme of targeted reviews for domiciliary services to Older People and Mental Health Older Adults. Domiciliary care packages are being reviewed to ensure that the Council provides an appropriate level of care whilst minimising dependency and cost. Delivering the FOCUS ways of working ensures that people are offered more information and advice at the front door to avoid people becoming dependent on services.
16. We are now into the winter months and the department is continuing to work in partnership with the Primary Care Trust (PCT) throughout this period to monitor the demand pressures during this period and the impact of this on the PCT and also on social care services. The forecast reported above reflects this.
17. In the longer term, the corporate business plan seeks to address these demand pressures through additional investment and the radical redesign of services in a measured and considered approach to transform them for the future and to make them sustainable. For example the development of the accommodation strategy designed to help people avoid residential care whilst also delivering significant longer term savings. Corporate Support in line with the business plan is required to help manage the position through this financial year. As a result, paragraph 10 of this report starts to begin to redress the demand pressures in 2010/11 ahead of the previous planned date to reflect the importance of this area of services, the people of Wiltshire and the ability to shape the service for the future needs on a sound financial footing.

Neighbourhood & Planning

18. The Neighbourhood & Planning Department is projecting an overspend of £1.023 million at the end of December, an increase of £0.428 million since the last report.
19. The increase in the projected overspend since the end of October report is due entirely the exceptional activity on Highways Winter Maintenance during the snow and freezing weather in November and December. This is currently estimated to result in an overspend of £500,000 in the budget for the year.

20. The increase in the forecast assumes a more normal level of activity for the remaining weeks of 2010-11 and so is very much a provisional figure at this stage.
21. The remaining overspend has reduced by a small amount, £0.072 million since the last report and efforts are continuing to minimise the final overspend figure.

Health & Wellbeing

22. The projected budget overspend has reduced further from £0.071 million to £0.033 million. This reduction has resulted from Community Safety now forecasting a small underspend of £0.038 million arising from salary savings from vacant posts.
23. The £0.071 million overspend within Health & Wellbeing is made up of an £0.086 million projected overspend in Public Protection offset by a £0.015 million projected saving in the Research budget. The Public Protection overspend is almost entirely made up of unbudgeted redundancy costs, £0.070 million, that have resulted from making two members of staff redundant during the year.

Resources

24. The Department is now reporting an overspend of £0.200 million as at the end of December 2010 which represents an increase of £1.050 million from the position reported in the last report.
25. Detailed monitoring has been undertaken on the key risk areas within the department, most notably the ICT service line. The service was forecasting a £0.500 million underspend, however assumptions have now been made by officers around the transitional costs of the new service, these will be finalised at year end but provision has been made within the forecast in this report.
26. Work continues on disaggregating the Strategic Property Services line down into its component parts, namely separating out the budget and costs associated with properties within the Workplace Transformation Programme and the remainder i.e. farms, commercial, other operational properties not in the programme.

Corporate Headings

27. There has been no change in the current forecast underspend of £5.186 million against corporate headings.
28. The underspend is a combination of the one off provision release, as outlined in previous monitoring report, the underspend as a direct result of delays in capital expenditure and the revenue financing cost associated with those. The underspend also takes into account an estimate of £6.380 million redundancy costs by the end of the financial year.

Housing Revenue Account

29. The latest forecast as at period 9 is a £0.286 million overspend against the net budget, however this will still result in a return to HRA reserves of over £1 million at year end. The pressures are mainly as a result of service enhancements included in the improvement plan which followed the recent housing inspection.

Reserves

30. The tables below provide the latest forecast as at period 9 on the general fund balance and estimated earmarked reserves held by the council. The latest forecast on general fund currently stands at £11 million. This has been factored into the revenue budget proposals for 2011/12 and also allows flexibility in movement in the forecast for 2010/11, due to uncertainty around actual costs arising from severances.

General Fund Reserve	£ million	£ million
Balance as at 1 April 2010		13.770
Planned contribution in 2010/11	1.875	
Loss of LABGI grant	(0.574)	
Defer planned contribution	(1.875)	
Current Forecast Overspend	(1.117)	
Allowance for contingency and movement in forecast i.e. severance costs	(1.000)	
Total Forecast movement		(2.691)
Forecast Balance 31 March 2011		11.079

Earmarked Reserves	Opening Balance £ million	Planned Drawdown £ million	Forecast Closing £ million
Capital Revenue Reserve	1.500	(1.000)	0.500
PFI Reserve	4.251	(2.125)	2.126
Insurance Reserve	6.019	(2.019)	4.000
Schools Balances	17.493	-	17.493
WTP Reserve	0.228	-	0.228
Libraries operating reserve	0.059	-	0.059
Housing	0.042	-	0.042
Forecast Balance 31 March 2011	29.592	(5.144)	24.448

31. A review of the assessment of need is currently being undertaken by the S.151 to link all the General Fund balance to risk. This has been reported to Members in consideration of setting the 2011/12 business and financial plan. In light of the 2010/11 latest forecast at period 9.

Environmental Impact of the Proposal

33. None have been identified as arising directly from this report.

Equality and Diversity Impact of this Proposal

34. No equality and diversity issues have been identified or arising from this report.

Legal Implications

35. None have been identified as arising directly from this report.

Risk Assessment

36. Significant service financial pressures, including Central Government grant reductions, have been identified across departments during the financial year. Actions to manage these pressures have been agreed previously in addition to a one off use of reserves.
37. Budget Monitoring will continue to review this and the total position.
38. The Council has identified in its corporate risk register various elements which are covered within have been covered in previous monitoring reports, most notably the impact the current economic climate has on the Council's finances and the recent potential liability surrounding the claim against a Wiltshire school.

Financial Implications

39. These have been examined and are implicit throughout the report.

Michael Hudson
Interim Chief Finance Officer

Report Authors:

Andy Brown and Michael Hudson

Background Papers

The following unpublished documents have been relied upon in the preparation of this report: NONE

Appendices

Appendix 1 – Wiltshire Council Revenue Budget Monitoring Report

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Wiltshire Council Revenue Budget Monitoring Statement as at Period 9 (31 December 2010)

31-Dec-10

		Revised Budget 2010-11 £m	Profiled Budget to Date £m	Actual and committed to date £m	Projected Position for Year £m	Projected Variation for Year £m	Variation as % of Approved Budget
SUMMARY							
Children and Education	Gross	388.803	276.597	251.902	389.050	0.247	0.1%
	Income	(339.837)	(5.066)	(82.769)	(339.837)	-	-
	Net	48.966	271.531	169.133	49.213	0.247	0.5%
Community Services	Gross	144.704	109.894	119.115	150.887	6.183	4.3%
	Income	(28.482)	(21.318)	(18.584)	(29.865)	(1.383)	4.9%
	Net	116.222	88.576	100.531	121.022	4.800	4.1%
Neighbourhood and Planning	Gross	117.887	87.406	89.345	116.106	(1.781)	(1.5%)
	Income	(36.937)	(27.346)	(28.748)	(34.133)	2.804	(7.6%)
	Net	80.950	60.060	60.597	81.973	1.023	1.3%
Health and Wellbeing	Gross	6.607	4.983	4.916	6.665	0.058	0.9%
	Income	(1.529)	(1.146)	(1.583)	(1.554)	(0.025)	1.6%
	Net	5.078	3.837	3.333	5.111	0.033	0.6%
Department of Resources	Gross	201.551	173.471	170.414	201.751	0.200	0.1%
	Income	(134.558)	(117.458)	(113.828)	(134.558)	-	-
	Net	66.993	56.013	56.586	67.193	0.200	0.3%
Corporate Headings							
Exceptional Costs - Redundancy		-	-	1.000	6.380	6.380	
One off Provision Release		-	-	-	(3.566)	(3.566)	
Movement To / From General Fund Reserves		1.875	-	-	-	(1.875)	(100.0%)
Movement To / From Earmarked Reserves		-	-	-	(3.125)	(3.125)	
Invest to Save Fund		0.168	-	-	0.168	-	-
Central Financing		25.991	6.518	3.423	22.991	(3.000)	(11.5%)
	Net	28.034	6.518	4.423	22.848	(5.186)	(18.5%)
	Gross	887.586	658.870	640.115	887.307	(0.279)	(0.0%)
	Income	(541.343)	(172.334)	(245.512)	(539.947)	1.396	(0.3%)
WILTSHIRE COUNCIL GENERAL FUND	Net	346.243	486.536	394.603	347.360	1.117	0.3%
Housing Revenue Account	Gross	21.180	12.337	9.498	21.466	0.286	1.4%
	Income	(22.472)	(13.038)	(12.479)	(22.472)	-	-
	Net	(1.292)	(0.701)	(2.981)	(1.006)	0.286	(22.1%)

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 9 (31 December 2010)

31-Dec-10

		Revised Budget 2010-11	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year	Variation as % of Approved Budget
		£m	£m	£m	£m	£m	
Children and Education							
Schools & Learning							
Early Years	Gross Costs	28.461	20.611	19.101	28.461	-	-
	Income	(28.464)	(1.068)	(9.809)	(28.464)	-	-
	Net	(0.003)	19.543	9.292	(0.003)	-	-
School Buildings & Places	Gross Costs	0.716	0.534	0.411	0.668	(0.048)	(6.7%)
	Income	(0.342)	0.008	(0.071)	(0.342)	-	-
	Net	0.374	0.542	0.340	0.326	(0.048)	(12.8%)
School Improvement	Gross Costs	17.182	12.970	18.574	17.421	0.239	1.4%
	Income	(12.474)	(2.574)	(10.640)	(12.474)	-	-
	Net	4.708	10.396	7.934	4.947	0.239	5.1%
Traded Services	Gross Costs	18.946	15.083	17.954	18.946	-	-
	Income	(19.024)	(1.230)	(2.229)	(19.024)	-	-
	Net	(0.078)	13.853	15.725	(0.078)	-	-
Special Educational Needs	Gross Costs	19.432	11.615	11.669	19.308	(0.124)	(0.6%)
	Income	(13.142)	(0.315)	(0.561)	(13.142)	-	-
	Net	6.290	11.300	11.108	6.166	(0.124)	(2.0%)
Targeted Services							
Youth Development Service	Gross Costs	2.874	2.117	1.927	2.715	(0.159)	(5.5%)
	Income	(0.425)	(0.267)	(0.667)	(0.425)	-	-
	Net	2.449	1.850	1.260	2.290	(0.159)	(6.5%)
Connexions Service	Gross Costs	2.367	1.993	1.922	2.632	0.265	11.2%
	Income	(0.086)	(0.031)	(0.155)	(0.086)	-	-
	Net	2.281	1.962	1.767	2.546	0.265	11.6%
Youth Offending Service	Gross Costs	2.028	1.524	0.905	2.034	0.006	0.3%
	Income	(1.432)	(1.074)	(0.691)	(1.432)	-	-
	Net	0.596	0.450	0.214	0.602	0.006	1.0%
Young People's Support Service	Gross Costs	2.775	2.059	1.705	2.775	-	-
	Income	(2.565)	(0.037)	(0.058)	(2.565)	-	-
	Net	0.210	2.022	1.647	0.210	-	-
Other Targeted Services	Gross Costs	4.416	3.239	3.499	4.465	0.049	1.1%
	Income	(2.055)	(0.080)	(0.271)	(2.055)	-	-
	Net	2.361	3.159	3.228	2.410	0.049	2.1%
Commissioning & Performance							
Commissioning & Performance	Gross Costs	8.938	6.901	5.961	8.946	0.008	0.1%
	Income	(8.225)	(2.333)	(0.498)	(8.225)	-	-
	Net	0.713	4.568	5.463	0.721	0.008	1.1%
Funding Schools	Gross Costs	250.801	177.496	141.742	250.801	-	-
	Income	(250.801)	4.322	(56.437)	(250.801)	-	-
	Net	-	181.818	85.305	-	-	-
Children's Social Care							
Safeguarding	Gross Costs	0.839	0.644	0.630	0.872	0.033	3.9%
	Income	(0.088)	(0.057)	(0.060)	(0.088)	-	-
	Net	0.751	0.587	0.570	0.784	0.033	4.4%
Children's Social Care	Gross Costs	29.028	19.811	25.902	29.006	(0.022)	(0.1%)
	Income	(0.714)	(0.330)	(0.622)	(0.714)	-	-
	Net	28.314	19.481	25.280	28.292	(0.022)	(0.1%)
Sub Total	Gross Costs	388.803	276.597	251.902	389.050	0.247	0.1%
	Income	(339.837)	(5.066)	(82.769)	(339.837)	-	-
	Net	48.966	271.531	169.133	49.213	0.247	0.5%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 9 (31 December 2010)

31-Dec-10

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
<u>Community Services</u>							
Older People	Gross Costs	47.413	34.768	41.227	53.247	5.834	12.3%
	Income	(9.562)	(7.056)	(8.783)	(11.372)	(1.810)	18.9%
	Net	37.851	27.712	32.444	41.875	4.024	10.6%
Physical Impairment	Gross Costs	7.684	5.751	6.716	8.440	0.756	9.8%
	Income	(1.070)	(0.811)	(0.871)	(0.689)	0.381	(35.6%)
	Net	6.614	4.940	5.845	7.751	1.137	17.2%
Learning Disabilities	Gross Costs	42.947	34.164	32.730	39.605	(3.342)	(7.8%)
	Income	(11.970)	(9.192)	(3.275)	(11.943)	0.027	(0.2%)
	Net	30.977	24.972	29.455	27.662	(3.315)	(10.7%)
Mental Health	Gross Costs	23.835	17.994	19.599	26.039	2.204	9.2%
	Income	(3.971)	(2.971)	(4.103)	(4.212)	(0.241)	6.1%
	Net	19.864	15.023	15.496	21.827	1.963	9.9%
Resources Strategy & Commissioning	Gross Costs	3.857	2.773	3.902	4.098	0.241	6.2%
	Income	(0.517)	(0.268)	(0.407)	(0.324)	0.193	(37.3%)
	Net	3.340	2.505	3.495	3.774	0.434	13.0%
Supporting People	Gross Costs	7.190	5.600	6.146	8.067	0.877	12.2%
	Income	-	-	(0.019)	-	-	
	Net	7.190	5.600	6.127	8.067	0.877	12.2%
Libraries Heritage & Arts	Gross Costs	7.008	5.266	5.365	6.760	(0.248)	(3.5%)
	Income	(1.014)	(0.737)	(0.662)	(1.032)	(0.018)	1.8%
	Net	5.994	4.529	4.703	5.728	(0.266)	(4.4%)
Community Leadership & Governance	Gross Costs	4.770	3.578	3.430	4.631	(0.139)	(2.9%)
	Income	(0.378)	(0.283)	(0.464)	(0.293)	0.085	(22.5%)
	Net	4.392	3.295	2.966	4.338	(0.054)	(1.2%)
Sub Total	Gross Costs	144.704	109.894	119.115	150.887	6.183	4.3%
	Income	(28.482)	(21.318)	(18.584)	(29.865)	(1.383)	4.9%
	Net	116.222	88.576	100.531	121.022	4.800	4.1%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 9 (31 December 2010)

31-Dec-10

Appendix 1

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Neighbourhood and Planning							
Highways & Streetscene	Gross Costs	18.964	14.061	17.241	19.464	0.500	2.6%
	Income	(2.485)	(1.864)	(2.145)	(2.485)	-	-
	Net	16.479	12.197	15.096	16.979	0.500	3.0%
Highways - Strategic Services	Gross Costs	10.784	7.796	8.423	10.460	(0.324)	(3.0%)
	Income	(1.233)	(0.823)	(1.316)	(1.324)	(0.091)	7.4%
	Net	9.551	6.973	7.107	9.136	(0.415)	(4.3%)
Passenger Transport	Gross Costs	26.717	19.487	18.690	25.730	(0.987)	(3.7%)
	Income	(5.355)	(4.143)	(5.503)	(5.515)	(0.160)	3.0%
	Net	21.362	15.344	13.187	20.215	(1.147)	(5.4%)
Car Parking	Gross Costs	2.329	1.746	1.929	2.267	(0.062)	(2.7%)
	Income	(8.983)	(6.812)	(5.738)	(7.537)	1.446	(16.1%)
	Net	(6.654)	(5.066)	(3.809)	(5.270)	1.384	(20.8%)
Waste Services	Gross Costs	30.402	22.802	20.992	30.402	-	-
	Income	(3.380)	(1.908)	(2.469)	(3.380)	-	-
	Net	27.022	20.894	18.523	27.022	-	-
Leisure	Gross Costs	8.897	6.667	7.392	8.897	-	-
	Income	(4.929)	(3.686)	(3.605)	(4.929)	-	-
	Net	3.968	2.981	3.787	3.968	-	-
Economy & Enterprise	Gross Costs	5.747	4.310	4.627	6.145	0.398	6.9%
	Income	(0.922)	(0.692)	(1.126)	(0.942)	(0.020)	2.2%
	Net	4.825	3.618	3.501	5.203	0.378	7.8%
Development Services	Gross Costs	7.963	5.973	5.287	7.231	(0.732)	(9.2%)
	Income	(6.841)	(5.311)	(4.419)	(5.539)	1.302	(19.0%)
	Net	1.122	0.662	0.868	1.692	0.570	50.8%
Housing Management	Gross Costs	4.822	3.617	3.148	4.366	(0.456)	(9.5%)
	Income	(2.809)	(2.107)	(2.405)	(2.482)	0.327	(11.6%)
	Net	2.013	1.510	0.743	1.884	(0.129)	(6.4%)
Management & Business	Gross Costs	1.262	0.947	1.616	1.144	(0.118)	(9.4%)
	Income	-	-	(0.022)	-	-	-
	Net	1.262	0.947	1.594	1.144	(0.118)	(9.4%)
Sub Total	Gross Costs	117.887	87.406	89.345	116.106	(1.781)	(1.5%)
	Income	(36.937)	(27.346)	(28.748)	(34.133)	2.804	(7.6%)
	Net	80.950	60.060	60.597	81.973	1.023	1.3%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 9 (31 December 2010)

31-Dec-10

		<i>Revised Budget 2010-11</i>	<i>Profiled Budget to Date</i>	<i>Actual and committed to date</i>	<i>Projected Position for Year</i>	<i>Projected Variation for Year</i>	<i>Variation as % of Approved Budget</i>
		<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	<i>£m</i>	
Health and Wellbeing							
Health and Wellbeing	Gross Costs	0.395	0.296	0.290	0.359	(0.036)	(9.1%)
	Income	(0.074)	(0.055)	(0.304)	(0.038)	0.036	(48.6%)
	Net	0.321	0.241	(0.014)	0.321	-	-
Public Protection	Gross Costs	4.953	3.715	3.678	5.066	0.113	2.3%
	Income	(1.168)	(0.876)	(0.975)	(1.210)	(0.042)	3.6%
	Net	3.785	2.839	2.703	3.856	0.071	1.9%
Community Safety	Gross Costs	0.992	0.772	0.772	0.954	(0.038)	(3.8%)
	Income	(0.287)	(0.215)	(0.285)	(0.287)	-	-
	Net	0.705	0.557	0.487	0.667	(0.038)	(5.4%)
Emergency Planning	Gross Costs	0.267	0.200	0.176	0.286	0.019	7.1%
	Income	-	-	(0.019)	(0.019)	(0.019)	
	Net	0.267	0.200	0.157	0.267	-	-
Sub Total	Gross Costs	6.607	4.983	4.916	6.665	0.058	0.9%
	Income	(1.529)	(1.146)	(1.583)	(1.554)	(0.025)	1.6%
	Net	5.078	3.837	3.333	5.111	0.033	0.6%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council Revenue Budget Monitoring Statement as at Period 9 (31 December 2010)

31-Dec-10

		Revised Budget 2010-11	Profiled Budget to Date	Actual and committed to date	Projected Position for Year	Projected Variation for Year	Variation as % of Approved Budget
		£m	£m	£m	£m	£m	
Resources							
Chief Executive	Gross Costs	0.502	0.376	0.545	0.502	-	-
	Income	(0.027)	(0.020)	(0.010)	(0.027)	-	-
	Net	0.475	0.356	0.535	0.475	-	-
Policy & Communications	Gross Costs	2.905	2.250	2.313	2.905	-	-
	Income	(0.370)	(0.278)	(0.018)	(0.370)	-	-
	Net	2.535	1.972	2.295	2.535	-	-
Corp Director / Central Resources	Gross Costs	0.195	0.146	0.160	0.195	-	-
	Income	-	-	-	-	-	-
	Net	0.195	0.146	0.160	0.195	-	-
Finance (including Revs & Bens)	Gross Costs	25.933	20.086	15.755	25.433	(0.500)	(1.9%)
	Income	(13.056)	(9.792)	(8.710)	(13.056)	-	-
	Net	12.877	10.294	7.045	12.377	(0.500)	(3.9%)
Benefits - Subsidy & Payments	Gross Costs	110.697	103.022	101.189	110.697	-	-
	Income	(110.490)	(100.367)	(98.860)	(110.490)	-	-
	Net	0.207	2.655	2.329	0.207	-	-
HR	Gross Costs	3.534	2.252	2.173	3.534	-	-
	Income	(0.367)	(0.276)	(0.279)	(0.367)	-	-
	Net	3.167	1.976	1.894	3.167	-	-
ICT & Business Transformation	Gross Costs	20.107	17.081	17.771	20.707	0.600	3.0%
	Income	(0.290)	(0.218)	(0.243)	(0.290)	-	-
	Net	19.817	16.863	17.528	20.417	0.600	3.0%
Corporate Procurement	Gross Costs	3.193	2.396	2.436	3.293	0.100	3.1%
	Income	(0.799)	(0.600)	(0.416)	(0.799)	-	-
	Net	2.394	1.796	2.020	2.494	0.100	4.2%
Legal & Democratic	Gross Costs	5.577	4.183	4.217	5.577	-	-
	Income	(0.779)	(0.584)	(0.261)	(0.779)	-	-
	Net	4.798	3.599	3.956	4.798	-	-
Performance & Risk	Gross Costs	1.701	1.275	1.572	1.701	-	-
	Income	(1.313)	(0.024)	(0.014)	(1.313)	-	-
	Net	0.388	1.251	1.558	0.388	-	-
Shared Services & Customer Care	Gross Costs	8.499	6.373	7.400	8.499	-	-
	Income	(1.981)	(1.485)	(1.499)	(1.981)	-	-
	Net	6.518	4.888	5.901	6.518	-	-
Strategic Property Services	Gross Costs	18.708	14.031	14.883	18.708	-	-
	Income	(5.086)	(3.814)	(3.518)	(5.086)	-	-
	Net	13.622	10.217	11.365	13.622	-	-
Workplace Transformation Programme	Gross Costs	-	-	-	-	-	-
	Income	-	-	-	-	-	-
	Net	-	-	-	-	-	-
Sub Total	Gross Costs	201.551	173.471	170.414	201.751	0.200	0.1%
	Income	(134.558)	(117.458)	(113.828)	(134.558)	-	-
	Net	66.993	56.013	56.586	67.193	0.200	0.3%

Note: Revised Budget is original budget plus authorised changes.

Note overspendings are positive

Wiltshire Council

Cabinet

15 February 2011

Subject: Schools Budget Proposals 2011/12

**Cabinet Members: Councillor Fleur de Rhé-Phillipe – Finance, Performance and Risk
Councillor Lionel Grundy – Children’s Services**

Key Decision: Yes (as part of Budget Proposals)

Purpose of Report

1. To present the recommendations from the Wiltshire Schools Forum in respect of the Dedicated Schools Budget for 2011/12.

Background

2. Schools Forum met on 2 February to consider budget proposals for 2011/12. The estimated Dedicated Schools Grant (DSG) for 2011/12 is £273.117 million after adjustments for Academies. This estimate is based on September pupil projections, the final grant will reflect January 2011 pupil numbers and will be notified to the Authority in June 2011.
3. Accounting rules for DSG allow for carry forward of over or underspends against DSG in to the following year. It is the policy of the Council that any variance against DSG is retained within the schools budget and does not contribute to or draw against the Council’s general fund balance. Budget monitoring for 2010/11 indicates an underspend of £2.369 million for the current year which may be carried forward to 2011/12. The projected underspend arises from savings on external placements for pupils with special educational needs and underspends against the Early Years Single Funding Formula for 3 and 4 year old provision. This projection is based on early information on the uptake of the extended free entitlement to nursery provision for 3 and 4 year olds and will be updated as January uptake is known, however it is expected that there will be a significant underspend even when the early years figures are updated.
4. The report on the Council’s Business Plan outlines the main elements of the schools funding settlement for 2011/12. Key implications are a 0% inflationary increase and a minimum funding guarantee for schools of -1.5%. A number of former specific grants have been rolled in to DSG and are no longer ringfenced. Some former standards funds have ceased completely, including the ICT Harnessing Technology Grant which has been used to fund broadband connectivity across schools. The cost of the contract with South West Grid for Learning will now need to be met from the schools budget.

Main Considerations for the Council

5. Cost pressures to be met from the schools budget have been agreed as follows:

	£m
Broadband Connectivity (contract with SWGFL)	1.726
Free entitlement for 3 & 4 year olds (increase from 12.5 to 15 hours per week)	3.184
Revaluation of the Age Weighted Pupil Unit (AWPU) for reception age pupils to reflect the new requirement to make full time provision	0.469
New School Allowance (Sarum Primary School)	0.100
Young People's Support Service – to meet the cost of statutory provision for excluded pupils	0.290
Total	5.769

6. In line with the principles behind the review of Special Educational Needs (SEN) previously approved by Cabinet, it has been possible to release £1.450 million from centrally held SEN budgets to delegate to maintained schools in Wiltshire. A large proportion of these savings have been released from the Independent Special Schools budget and reflect success in reducing the number of young people to being placed in external provision, with needs increasingly being met within Wiltshire schools.

7. These savings have been allocated as follows:

	£m
Fully fund the agreed formula for Resource Bases in mainstream schools (Complex Needs, Speech & Language, and Autism centres)	0.100
Increase the Band Values within the Special Schools formula to fully fund the agreed activity led funding model	0.174
Increase funding delegated to mainstream primary schools to meet needs of pupils with SEN	1.176
	1.450

8. Savings of £0.845 million have been identified within central DSG funded budget as part of the Council's management review and in response to the deduction of Local Authority Central Expenditure Grant (LACSEG) for academies.

9. In order to fund its priorities a Schools Budget of **£274.653 million** is recommended by Schools Forum. The proposals require £1.536 million to be contributed from the 2010/11 underspend in order to balance the schools budget for 2011/12. Schools Forum have further recommended that in order to mitigate the risk of utilising one off reserves, savings proposals of at least £1.6 million should be developed for implementation in 2012/13.
10. Cabinet should consider the budget proposals presented in this report, and make appropriate recommendations to Council on 22 February 2011.

Equality and Diversity

11. None have been identified as arising directly from this report.

Legal Implications

12. The Schools Forum makes recommendations to Cabinet in relation to the schools budget, the final budget will be agreed by Council.

Risk Assessment

13. The recommended schools budget is based on an estimate of the level of DSG to be received by Wiltshire Council. It is possible that the final DSG will be higher than the current estimate and therefore further funding will be available in 2011/12. It is equally possible, however, that the estimate of DSG is too high and priorities will not be affordable. The final level of grant will not be confirmed until June/July 2011 and there is a statutory requirement to issue budgets to schools by 31st March. Funding regulations allow for a surplus or shortfall in DSG to be dealt with in year or rolled forward to the following financial year.
14. The budget requires a contribution from the projected balance to be rolled forward to 2011/12. Budget projections for the current year indicated that the underspend in DSG will exceed the contribution required however there is a risk that this underspend will decrease if there is increased take up of the free entitlement for nursery provision for 3 and 4 year olds. At this stage it is estimated that there will be sufficient funds rolled forward to 2011/12 to balance the budget.
15. The estimate of DSG is based on known academy conversions for 1st April. It is expected that there will be further conversions for 1st April and during the financial year. For each further academy conversion there will be an in year reduction in DSG as part of the LACSEG recoupment. Work to transform services and develop new traded activities with academies and maintained schools is ongoing.

Financial Implications

16. The recommended schools budget is £274.653 million. This will be funded from the Dedicated Schools Grant and from balances rolled forward from 2010/11. The budget needs to be spent in accordance with the school finance regulations.

Proposals

17. It is proposed that Cabinet agree the overall schools budget of £274.653 million

Michael Hudson
Interim Chief Finance Officer

Report Author:
Liz Williams, Head of Finance (Children & Education)

Background Papers

The following unpublished documents have been relied upon in the production of this report: None

Appendices

None

Wiltshire Council

Cabinet

15 February 2011

Subject: Helping People to Live At Home in Wiltshire

Cabinet member: Councillor John Thomson, Cabinet member for Adult Care, Communities and Libraries

Key Decision: Yes

Executive Summary

Since January 2010 officers, partners, providers and customers have been working together to review and re-design services for older and vulnerable people living in their own homes and sheltered housing. In taking this approach a new model for services has been developed that will result in major changes and transform services .

The proposed services are innovative in a number of ways and will offer everyone in Wiltshire, access to a range of services that do not exist currently, either in Wiltshire or regionally. The work has attracted a great deal of interest nationally because it has been based on taking an approach that looks at all services and is focused on the customer's wishes and aspirations.

We believe that in designing these services older and vulnerable people will have greatly improved lives as they will have greater control over those services. We are often told by customers how important it is to them that they can remain as independent as possible in their own homes. Instead of assuming that most people will not improve the new services will be designed to focus on what people can do and to do things for themselves, to enable them to access ordinary services as much as possible and to remain part of the communities in which they live.

We have also heard from customers that they are apprehensive, particularly at night and are concerned about falling or having a problem when they are alone. To address this we are proposing to make available to every person in Wiltshire "assistive technology" (pendants, falls detectors, community alarms etc.) that will be connected to a response service. This will mean that if someone has a problem they can speak to someone immediately. If it transpires that they do not need an ambulance but need someone to visit this will be available 24 hours a day, seven days a week.

Finally, we want to invest more in enabling people to remain independent. We know that a little bit of help at the right time can often enable someone to feel safe and to stay at home. We have heard from some sheltered housing tenants how much they value the warden knocking on their door each day and

have now built that into the new service.

All of this will require us to change existing services and commission new services.

In June 2010 Members authorised officers to proceed with letting contracts for care and support services and to explore options for existing services that might be affected by this work.

The preparation work has now been completed and approval is now being sought from Members to proceed with letting contracts .

Proposals

- (a) That Cabinet approves the letting of contracts for Help to Live at Home Services and an Equipment service with a value in excess of £1m.
- (b) That Cabinet authorises officers to proceed with undertaking formal staff consultations with those staff currently employed in the Council's Reablement service regarding the TUPE (Transfer of Undertakings, Protection of Employment) transfer of these staff to providers of a new Help to Live at Home Service, contracts to be awarded in 2011.
- (c) That Cabinet notes the recommendations on the inclusion of Housing Support within the new service, following consultation with tenants of sheltered housing, and the need to approve consultation on the TUPE transfer of Housing Support staff to Providers of the Help to Live at Home Service.
- (d) Cabinet authorises officers to proceed with undertaking formal staff consultations with those staff currently employed in the Care Connect service regarding the transfer of these staff to the new equipment service.
- (e) That Cabinet notes the recommendations following consultation with tenants of Wiltshire Council and of the various Registered Social Landlords to change support provision with Sheltered Accommodation tenants in line with the Help to Live at Home service specification.
- (f) That agreement is reached with Corporate Procurement and Finance around the tender documentation prior to starting formal tender activity, to mitigate risks around scope and pricing and that the Corporate Director is authorised to proceed with awarding contracts
- (g) That Cabinet approves the proposal to extend the existing contractual arrangements for a six month period to ensure continuity of service to the customer, whilst the Help to Live at Home and Equipment Services tender exercise is undertaken and completed.

Further details of these proposals are set out in appendix 1 and 2.

Reason for Proposal

Consultation with customers has emphasised the need to improve access and quality of care and support services. In developing the service specification and commissioning this new service, opportunities have arisen to include services currently provided by the Council that will result in service improvements, if included in a single specification.

Sue Redmond
Corporate Director, Community Services

Wiltshire Council

Cabinet

15 February 2011

Subject: Helping People to Live At Home in Wiltshire

Cabinet member: Councillor John Thomson, Cabinet member for Adult Care, Communities and Libraries

Key Decision: Yes

Purpose of Report

1. In June 2010 Cabinet approved the commissioning of a new Help to Live at Home Service. This new contract will result in appointing 4 lead providers who will work with the Council to provide the Help to Live at Home Service. This rationalisation of providers reducing numbers from 120 to 4 will deliver an improved service as well as financial benefits.
2. The report in June identified the need to explore the possibility of including in-house services within the contract and it was agreed to bring a further report to address any TUPE issues that were likely to be identified
3. Following consultation with customers, sheltered housing tenants and care Providers, the Council has now developed a service specification that brings together a range of different services including reablement, domiciliary care (personal care), low level support (such as housework and gardening) and housing support.
4. The Constitution requires Cabinet approval to transfer staff to external organisations and to let contracts with a value in excess of £1m.

Main Considerations for the Council

5. In January 2010 the Council began work on reviewing the range of services that are available to support people to live independently at home. These services are provided to approximately 5,000 older people and a further 500 people who are under 65 who are eligible for support from the Council. In addition there are many thousands of other people living in Wiltshire who would like or need some level of support but are not eligible to receive a funded service from the Council either because they do not have the required level of need or they have funds in excess of the Council threshold of £23,500. (Although they do access Council services for information and advice).
6. From talking to a large number of customers, Wiltshire Council and NHS staff, analysing existing local and national research (such as Age

Concern's "Beyond the Immediate" and Government's "Putting People First"), key priorities emerged:

- The importance of providing the right service at the right time
 - The importance of a service able to respond to people in a crisis
 - The need to invest in services that prevent people requiring acute (intensive care) services.
 - The importance of providing good quality advice and information
 - The need to support people to live independently in their own homes
7. Customers told us that they did value choice and control, but too much choice was not seen as a good thing.
 8. This new service will mean customers will only have to deal with one organisation, will only have to "tell their story once" and that organisation will then be responsible for helping them live the life they wish. Instead of the Council telling the organisation what the customer wants, the customer will do this.
 9. The numbers of people requiring Help to Live at Home Services are due to increase over the next twenty years, with a particularly high increase in those people aged 80 or above. Set against this increase in numbers is a financial climate that will limit resources available. The new contract will make it imperative that the Council commissions providers who are able to operate and deliver cost effective services in a flexible and efficient way.
 10. The evidence shows that with the right help at the right time the majority of people do not need to rely upon care services permanently. Many people can learn new skills, or different ways of doing things so that they can continue to live the lives they wish.
 11. Providers will be required to work closely with customers to identify what the customer would like to achieve within a set period of time. In the past the Council has prescribed what type and volume of services the customer should receive from the provider. The new contracts will give the provider and customer greater choice over what services the customer receives.
 12. An example of this new approach is that instead of commissioning half an hour of domiciliary care the Council will ask the provider to provide the services that are required to meet the goals set out by the customer. This might be helping the customer to feel safe and the service provided might be a check call in the evening.
 13. It will be the role of the Provider to work with the customer to achieve those outcomes most important to them. This will include using resources available to all within the community, including those provided by the voluntary and community sector.
 14. At the same time as letting these contracts, the Council is working to introduce Self Directed Support (SDS). This is a national programme aimed at giving the customer greater control and choice over the services that they receive. To do this we need to find out what is

important to people and their families and friends and help them to plan how to use the available funds to achieve their aims. A sum of money, a direct payment, to achieve those plans is then identified. This is called a Resource Allocation System.

15. There is a requirement to introduce a Resource Allocation System to provide a transparent and equal mechanism for calculating funding for care and support. A report on the work to develop and test the Resource Allocation System was presented to members in July 2010 and a phased implementation of Self Directed Support started in October 2010 with a group of staff in East Locality Team. A report on how a system would be implemented across the County will be brought to Cabinet later in the year.

KEY PRINCIPLES:

- The range of services that are being commissioned are based upon the following principles:
- Most people would prefer to be able to help themselves rather than seek professional support
- That all services should be accessible to all people
- Most people have the potential to regain or become more independent
- That reducing the number of providers will make services more accessible and reduce duplication of service and back office costs
- That by focusing on what is important to people and the outcomes they want to achieve that support will be better and more effectively targeted..
- That the people actually providing care to customers, on a daily basis, know them better than professional staff.
- That other organisations can provide services currently provided by Council staff such as assessments, reviews, reablement, housing support and so on.
- That efficiencies can be achieved at the same time as improving services
- That economies of scale achieved through services being widely marketed and available will produce benefits to the Council
- That the voluntary and community sector have a unique contribution to make in taking forward this approach.

SERVICES THAT WILL BE COMMISSIONED:

16. The Department of Community Services is proposing to develop a range of services that together will transform the way care, support and

equipment services are currently delivered. Any one element proposed in isolation will not be able to bring about the required transformation, so it is important to understand how they will all work together.

Help to Live at Home Services (Appendix 1):

17. There are in the region of 120 different organisations offering a range of services to support people at home that include domiciliary care, reablement, housing related support, and a number of less intensive services. We are proposing to jointly commission, with NHS Wiltshire (and GP consortia as they develop), a new service that will bring together all these services into one contract and will offer customers a service that will meet their particular needs.
18. National research has shown that many people (50%) have the potential to improve to the point that they are able to manage with much reduced service or no service. We expect to appoint providers that are able to deliver this and will ensure that promoting customers independence is a priority.
19. As reported to Cabinet in June, housing support and reablement are provided currently by the Council. It is proposed to include these services in the Help to Live at Home Service contracts.
20. In keeping with the Council's emphasis on ensuring customers continue to have choice and control; providers will not be offered block contracts with specific volumes. We will indicate the current volumes that the Council purchases but we expect the providers to market their services both to our customers but also to self funders and those with direct payments.

Sheltered Accommodation and Wardens

21. As this work could result in changes to existing arrangements for supporting tenants of sheltered housing, consultation with tenants has taken place. The results of this consultation are detailed in Appendix 3.
22. Consultations undertaken with tenants have influenced the development of the service specifications as key priorities to tenants have emerged.
23. The proposed service we believe represents a major improvement in the quality and access to support that many tenants require as well as addressing some of the tenants key concerns.
24. Current arrangements mean care can be delivered by any number of different providers which is inefficient. Housing Officers and wardens, can provide advice and support to a tenant but are not allowed to provide hands-on care. This can often mean a tenant loses out due to disputes over who should provide what support, or lead to unqualified / unregistered staff providing support they are not meant to deliver.

25. The proposed service will mean a Provider will be accountable for both the care and support for tenants of sheltered accommodation schemes. This is more efficient as it removes the need for carers to travel to and from schemes.
26. During the consultation tenants expressed a desire to retain the on-site presence that Housing Support Officers and Wardens provide. The new contract will do this and providers will be expected to ensure staff will be on-site to deliver the care tenants require and also be available to provide the advice and support tenants require.
27. During the consultation a small number of tenants and landlords have asked for alternative solutions to be considered. This has been considered and discussions are taking place with those landlords separately and their services will be excluded from the Help to Live at Home Service contract. A list of schemes and their status is attached in appendix 3..
28. Over the course of the consultation it became clear that tenants would also be greatly reassured from the Crisis Response service proposals. As a result of this feedback we have developed a crisis response and telecare service.

Crisis Response and Telecare:

29. Technology has proven to be highly effective in providing people with the necessary reassurance and security. It is an evolving area that is becoming increasingly sophisticated and able to provide a wide range of services. In Wiltshire there are a number of different telecare providers offering a wide range of equipment to customers for a relatively small fee. However in talking to customers, telecare in isolation is very limited: often when an alert is triggered, it is responded to by a call centre that can do little else other than call an ambulance. This then may lead to someone going into hospital unnecessarily. It is proposed to commission a countywide response service in partnership with the NHS that will provide a 24/7 service able to reach customer's homes within one hour, aiming to provide the necessary urgent care support for someone in their own home, and only go to hospital if necessary.
30. Consultation with tenants of sheltered accommodation emphasised the levels of confidence older people would have in living at home, if there was a viable Crisis Response service in place. Currently, when the warden goes home all tenants have is an alarm service.
31. This crisis response service will be marketed widely and made available to everyone in Wiltshire to purchase either as part of their Council funded care package or by self funders. We anticipate that families will welcome the opportunity of purchasing some additional support which will provide both the customer and their families with reassurance. We believe there is scope for developing this service to provide a crisis response service and also to provide reassurance calls to people and to prompt them to take medication etc.. Undoubtedly this will enable people to remain at

home for longer and provide them with the comfort that we have been told people so appreciate.

32. Consequently this service, following initial set-up costs, is expected to be self financing through income generated by customers who are funding their own care or purchase the service with personal budgets.
33. When this service is established a report will be made available to Members.

Equipment (Appendix 2):

34. In keeping with the principles set out above, one provider will be appointed by the NHS and Council to deliver a full range of equipment services including; assessment, provision of equipment including telecare, aids to daily living, adaptations to people's homes, handypersons and home improvement services and a home from hospital service. As with the crisis response service the equipment services will be available to everyone in Wiltshire either to purchase themselves, or to access as part of a care package if they are eligible for support from the Council. A small number of staff currently employed by the Council to assess / install Telecare will be affected and could transfer to the new equipment provider following formal consultation, under TUPE.

Prevention and Early Intervention:

35. As well as commissioning services for people with intensive care needs who are eligible for support from the Council we believe that it is vital to ensure services are in place that help people to remain independent before they need more formal care. In sheltered housing for example, there are many people who do not require care but who do value a daily visit or participation in coordinated communal activities. This, often informal support, helps people stay independent and able to live in their own home, though this support is often not available to those people who live in the community outside sheltered accommodation schemes. Through the Help to Live at Home Service we are looking to extend this to include other vulnerable people living in the wider community who may not meet the council's eligibility criteria for a funded service, but who would also appreciate the opportunity to use these services. We will be appointing providers who will work with the voluntary and community sector to develop services to meet these preventive services such as falls prevention, support to carers and services that reduce social isolation. These services will be available to self funders to purchase as well as to individuals supported by the Council.

Assessment, Care Management and Reviews:

36. The Council retains the statutory responsibility under the NHS and Community Care Act for assessments and ensuring that support is being delivered appropriate to customers' needs.
37. Our plan is to ensure that our staff focus their work on those with complex and specialist needs which require specific interventions.
38. We also want to remove duplication from the current system, in particular the delays and resources involved in everybody assessing a customer before any support can be provided.
39. In taking forward the principles referred to earlier we are looking at a number of possibilities that include:
 - Provide information and advice through voluntary sector organisations, libraries, GP surgeries etc to avoid the need to contact the Council.
 - Customers undertaking self assessments and accessing care directly
 - Equipment provider delivering assessments and equipment directly to customers.
 - Providers undertaking reviews on our behalf that is likely to result in them directly needing occupational therapists and social workers

Environmental and climate change considerations

40. The commissioning of a new Help to Live at Home Service has no immediate environmental impacts. However, the outcome of the new contract will reduce the amount of travel due to reducing the number of Providers visiting the same location to support customers.
41. With regard to the future provision of equipment service currently 89% of equipment is recycled. The development of an expanded equipment service, to all Wiltshire residents, will enable more equipment to be recycled and reduce the amount of equipment that ends up in land-fill sites.
42. The intention is to offer this service to individuals and families who can purchase items that can be sold back to the provider at a reduced cost. This will reduce the number of items that are "dumped" and help maximise use of this service to get better value for money.
43. Other environmental issues will be identified as implementation plans are developed.

Equalities Impact of the Proposal

44. The decision to include reablement within the Help to Live at Home Service specification will give greater access to these services for all

customers. At present there is limited capacity to provide this service so some people do not receive it.

45. The specification for the service will state that Providers will be expected to demonstrate use of local resources and provision of services which take account of customer's religious, cultural and ethnic needs. This will help ensure that local organisations still have an active role to play in supporting people.
46. The equipment service will continue to be available to all residents of Wiltshire.

Risk Assessment

47. Staff transferring to new Providers will do so with formal consultation. Delays to this process will delay the implementation of the new contract, which in turn will delay projections for efficiency savings and service improvements. These could also be affected in the event of tenants not wanting any changes in who provides their service. It should be noted that all staff affected have been fully briefed on progress to date
48. Providers taking on responsibility for the TUPE (Transfer of Undertakings, Protection of Employment regulations) transfer of Council staff will need to ensure that the integration of Council staff into their existing structures runs smoothly and they will need to build in costs into their tender submissions to mitigate this.
49. The Council's payment system needs to be able to accommodate changes to how the Council will procure and pay for services from Providers. We are wanting to pay providers when they finish working with the customers rather than paying them for each of care delivered. By making the payment system more simple and straightforward for the provider will reduce costs to the Council so it is important that work on putting in place a system that works well is completed in time.
50. The service specification and terms and conditions of the new service need to identify for Providers exactly what they will need to do and how the service is expected to work. This will enable providers to cost up their bids accurately. Corporate sign off of the tender documentation will be required before the tender proceeds.

Financial Implications

51. Any TUPE transfer of staff from the Council to other Providers will have financial implications for those providers and therefore impact on contract costs arising out of the pay, terms and conditions of employment and pension arrangements for TUPE transferred staff. These will be considered carefully with advice from HR.
52. The Council currently provides reablement services free of charge for up to 6 weeks. Recent Government guidance published since work

commenced on the proposed new contract, has allocated funds to NHS organisations to encourage further adoption of reablement services. This will mean people leaving hospital will be entitled to free reablement support. Discussions are taking place currently to address issues around this approach working alongside the new Help to Live at Home Services, and it is envisaged that we can work together to provide a joined up reablement service with NHS Wiltshire or GP consortia.

53. In 2009/10 the Council spent £21.5 million on the services within scope of the new service. By offering fewer providers more business this new service is expected to deliver efficiency savings over a two year period.
54. The new Help to Live at Home service will establish the infrastructure to enable the delivery of broader service transformation efficiencies that will form the business case for the Corporate Review of 'Older People Supporting People'
55. In bringing together 5 equipment contracts and reducing duplication it is estimated that savings in the region of 10% of the £2.5 million net expenditure, will be achieved, due to the increased volumes going through the contract. The majority of this spend is with Health Services, so only a proportion of these savings will be received by the Council.

Legal Implications

56. The proposed changes to housing support required a statutory 28 day consultation period. This has been complied with. The NHS and Community Care Act requires that a Service Review must take place prior to any changes in service or Provider. Work is being undertaken as part of transitional planning to resource this requirement.
57. The existing contract for the provision of equipment ends in March 2011. In order that this completely new service can be fully specified an extension has been granted to September. This will be sufficient to complete the tender process.
58. The legislative framework for social care currently remains the same. The Council retains its legal responsibility around assessment and provision of services for those with eligible social care needs.

Summary and Conclusions:

59. This transformational approach to the future provision of services will deliver a vastly changed service in Wiltshire has been developed directly in response to customers needs.
60. These services will be directly accessible by the whole population and the resulting volumes will enable Council supported customers to benefit.
61. Every person in Wiltshire (regardless of their financial situation) will be able to access:

- Telecare and crisis response services able to respond to their needs 24 hours a day
 - Help to Live at Home Services that are focused on helping customers achieve their outcomes
 - A range of equipment and practical services to help them remain at home
 - Self assessment tools and the means by which they can access help directly without contacting the Council.
62. A Resource Allocation System will be used to allocate a personal budget to people who are eligible for council support for provision of services. Once that allocation has been agreed, customers can then opt to take that funding as a direct payment, to spend on services of their choice, or commissioned services as described above.

Key Points to Note and Decisions Required:

Help to Live at Home Service – Appendix 1:

63. That Members note the recommendations following consultation with tenants of Wiltshire Council and of the various Registered Social Landlords to change support provision with Sheltered Accommodation tenants in line with the Help to Live at Home service specification.
64. That Members authorise officers to start formal consultation with staff and Trades Unions about the TUPE transfer of the reablement, intermediate care and housing support staff resulting from the commissioning of a new Help to Live at Home Service
65. That agreement is reached with Corporate Procurement and Finance around the tender documentation prior to starting formal tender activity, to mitigate risks around scope and pricing and that the Corporate Director is authorised to proceed with awarding contracts.

Equipment – Appendix 2:

66. Cabinet are asked to approve the joint commissioning of a new Community Equipment service with Wiltshire NHS or GP consortia, that would include procurement, assessment and installation of Telecare equipment. This will establish a single provider who will source all equipment that is currently delivered by a range of different providers.
67. Members are asked to authorise officers to start formal consultation with staff and Trades Unions about the TUPE transfer of telecare installation staff resulting from commissioning a new equipment service.
68. Cabinet are asked to approve the proposal to extend the existing contractual arrangements for a six month period to ensure continuity of

service to the customer, whilst the Help to Live at Home Service tender exercise is undertaken and completed.

69. That the Service Director is authorised to proceed with awarding contracts.

Name of Director: Sue Redmond

Designation: Corporate Director for Department of Community Services

Report Author: Nicola Gregson, Older People Commissioning Manager

Date of report: January 25th 2011

Background Papers

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

None

Appendices

Appendix 1 – Help to Live at Home Service

Appendix 2 – Provision of Community Equipment Services

Appendix 3 – Sheltered Accommodation Schemes

Appendix 1

Help to Live at Home Service

Background:

1. The Council has embarked on a project to commission integrated care and support services (Help to Live at Home Services) that are person centred whilst at the same time reducing costs by £2 million over the first two years. A key principle of the project is to enable people to help themselves and promote their abilities to improve. This requires a completely different way of working with customers and is embodied in a new specification to be delivered by a small number of lead providers with effect in 2011.
2. The specification means that some services that are currently delivered by Wiltshire Council staff will be delivered by external Providers. The two main services affected are the Reablement Service and Housing Support services.

Reablement

3. Reablement is a way of working with people that is focused on helping someone achieve defined goals. An example of this is helping someone to bathe themselves who has had a stroke and has lost the use of an arm. Reablement services would work with that customer to help them work out for themselves how they can have a bath rather than do it for them. This is an integral part of the new approach within the Help to Live at Home Service.
4. National evidence has demonstrated that the right intervention at the right time results in 50% of people having no long term requirement for intensive support with 47% of people achieving their identified outcomes with less input.
5. The new Help to Live at Home Service that is being commissioned will be provided in a re-abling way, so rather than a separate and specific service offering reablement, all services will be expected to be provided in a way that maximises the independence of the customers. Services will promote independence and assist all customers to regain confidence and skills to remain at the home of their choice and will motivate people to improve. People will be supported on their initial return home following a hospital or respite admission, an accident or assisting them to get back on their feet after an illness. Services will be time limited with specific goals identified that will be continuously reviewed and amended to reflect progress made.
6. Currently the Council has a reablement service with 105 staff in total, including c.35 staff currently seconded to the NHS Wiltshire Community Health Services, where they provide intermediate care with

the NHS Neighbourhood Teams. It is proposed to transfer these staff to the new providers under the Transfer of Undertaking (TUPE) Regulations.

Housing Support – Consultation with Tenants

7. The Council's Supporting People Grant currently allocates £2.1m to 15 Registered Social Housing Providers to provide housing related support to 3000 people living in sheltered accommodation. One of these landlords is Wiltshire Council in the south of the county. With this funding, support is provided to some tenants of some sheltered housing schemes, no such service is available currently to those living independently in the wider community.
8. This provides for a mixture of support from someone dropping in occasionally to a seven day a week sheltered housing warden service.
9. There is a potential to include within the Help to Live at Home Service these housing support services. However, prior to any change consultation with tenants is a legal requirement. This has taken place between October 18th and November 18th with tenants being invited to comment on 5 options. These consultations involved letters to 3000 tenants and meetings at numerous sheltered housing schemes. Further detaHelp to Live at Home Service can be found in appendix 3.
10. These options offered to tenants were as follows:
 - Telecare service only
 - Telecare service available to housing scheme and wider community
 - Telecare and Help to Live at Home Service
 - Provide no service
 - Continue current service with no Council funding.
11. Tenants were invited to indicate their preference for each of these options the results of which are detailed below:

Overall Preference Results							
Option No.	1	2	3	4	5	No Preference	Other
Preference	517	38	1071	159	241	164	0
Total issued	3226						
Total returned	2140						
Difference	1086						

12. The outcome of this consultation shows a preference for option 3. This means that there is support to include the services currently provided

by wardens and floating housing support staff in the Help to Live at Home Service. Consultations undertaken with tenants have influenced the development of the service specifications as key priorities to tenants have emerged. An out of hours response service has been identified as being important as has the regular contact that these services currently offered. It is now proposed to include these aspects within the specification for the new service.

13. There were however, a small number of housing schemes detailed in appendix 3 that did not wish existing service to change. It is proposed to undertake separate discussions with these organisations and to reach an agreement that is acceptable to all parties.

14. As a consequence of this there will be an impact on staff currently employed by the Council's housing department as housing support workers who would need to transfer to the new Providers under TUPE regulations. This will affect 12- 15 staff.

Issues raised During Consultation:

15. Despite an overwhelming preference for option 3 there were some issues raised by tenants. These included:

- Concerns about a less satisfactory service being provided to “save money”
- The importance of a familiar face who knew the tenants and concerns about this being lost
- Building security
- Staff regularly visiting schemes and being on hand to deal with crises etc.

Proposals:

16. Having heard the views of tenants the specification for the Help to Live at Home Service has been amended to take these views into the account. Following this consultation exercise the new service that will be commissioned is recommended to include housing support as well as domiciliary (personal) care.

17. The service will provide support to older people living in sheltered housing and those vulnerable people in the wider community who are not eligible for service from the Council.

18. As well as providing the Help to Live at Home service to people in sheltered accommodation, for those who are eligible, Providers will also be expected to ensure they are monitoring the well-being of other people living in the scheme and wider community.

19. This would mean that Providers would identify people who are starting to give rise to concern and put support in to ensure they do not

deteriorate further and to ensure they recover their previous levels of independence. This would avoid the need for them to be assessed for support by the Council and avoid the need for any support by preventing the need arising in the first place.

20. This service will focus on “keeping an eye” on potentially vulnerable people and working in partnership with the Voluntary and Community Sector to provide preventive services. This will be an innovative new service that will expand upon the range of services currently commissioned by the Council.
21. In addition to the Help to Live at Home Service we are also proposing to commission an expanded telecare/alarm service which will be combined with a 24 hour response service. Many customers who we have spoken to have talked about the importance of receiving the right help at the right time, particularly at nights and over the weekends. This is at an early stage in the development and a further report will be made to Members in due course.

22. Options Considered for Help to Live at Home Service

- a. **Option 1** - No change - Retender existing domiciliary care contracts and retain housing support service in house
- b. This will not deliver the improvements that customers have told us they would like and would be less likely to deliver the same financial benefits.
- c. **Option 2** - Develop new specification that excludes Reablement and housing support services
- d. Would require investment in new systems and staff by the Council. It would reduce the volume of work offered to Providers, which would impact on the unit costs they could offer when bidding.
- e. It would continue to mean multiple providers interacting with customers. When included within the specification, this will reduce the number of providers.
- f. **Option 3** - Develop new specification that excludes Housing Support services
- g. Fails to address the issue of overlap and duplication of activity when a customer wants support. Customers often do not know who to ask for support and can mean multiple providers going to the same locations.
- h. **Option 4** - Develop service specification that integrates care and support services - Recommended

- i. Offers new service that directly addresses requirements customers have said they would like to see. Offers Providers economies of scale in volumes of work. Offers significant financial savings to the Council as well as improving outcomes for customers.
- j. **Option 5:** - Council to develop a service or bid to undertake this work internally

23. In-house provision is more expensive than comparable services in the external market and would require significant investment in new systems and staffing to perform as per the new service specification. It is not possible to address this within the time available.

Conclusions

24. It is proposed to commission a new service that will provide an integrated service for customers to include domiciliary care, housing related support (as per outcomes of consultation), low level support and a range of other services identified by customers.

Appendix 2

PROVISION OF COMMUNITY EQUIPMENT SERVICES

Background:

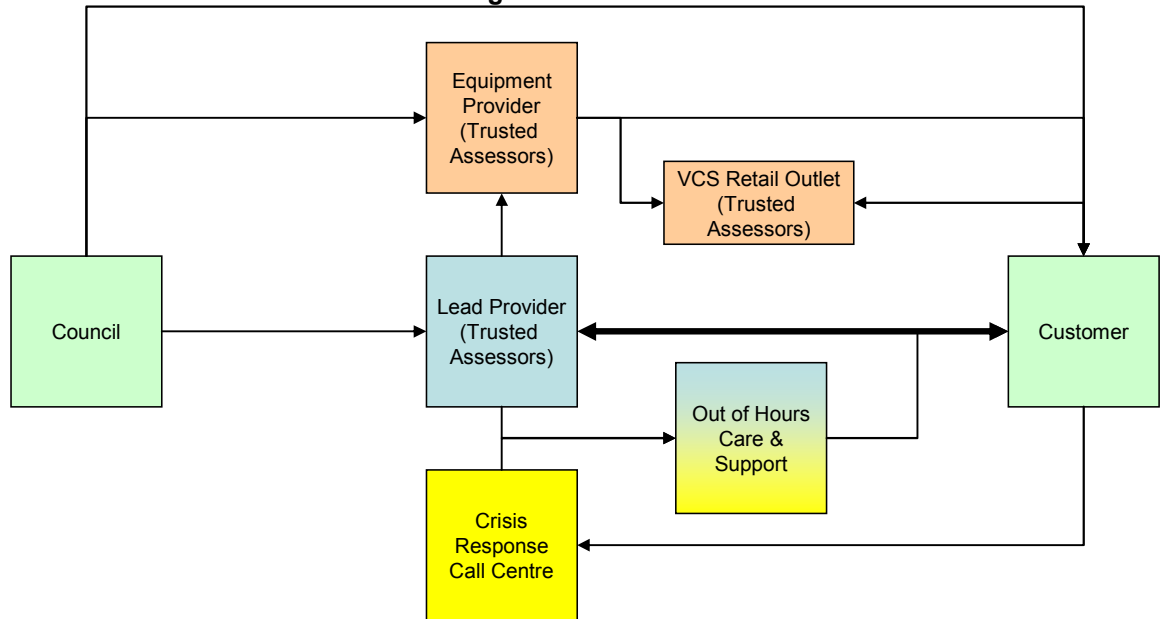
1. The Council is looking to establish two key services to support the new Help to Live at Home Service described in appendix 1. One of these will be a Crisis Response service that will enable people to be supported out of hours and raise alerts when they have a crisis. This service has been identified as a priority for customers and will be subject to a further report to Cabinet later in the year.
2. The second service will be a new Community Equipment service. A provider will be appointed that will procure all the equipment a customer needs to live at home as well as source the Telecare equipment that would provide the infrastructure for a Crisis Response service.
3. Equipment is currently commissioned through 5 separate Providers. These contracts cover aids to daily living and minor adaptations, continence items and pressure with additional contracts in place for Home Improvement and Home from Hospital services, continence supplies, high level pressure care and telecare
4. Wiltshire Council and NHS currently spend in the region of £5.2 million each year on a range of equipment. The current provider is able to recycle 89% of equipment, which means the net spend on equipment is £2.5 million.
5. The Council currently provides all equipment free of charge and minor adaptations up to a value of £1,000 where there is an assessed need for the equipment and the customer meets the Council's eligibility criteria under the Fair Access to Care Services. However, that leaves a large number of people sourcing equipment themselves with limited advice and support.
6. Consultation carried out by the Council for the Help to Live at Home project established that two of the most important areas customers wanted improvements on were
 - Access to support in time of a crisis
 - Access to good advice and information
7. Reviewing equipment services has established that:
 - Self funding Customers/families lack advice and support in what equipment they require
 - There are significant delays in assessing people for equipment
 - Customers have multiple assessments as equipment comes from up to 5 Providers via the different contracts currently in place

- People often end up with equipment that they do not want
- People do not use equipment they receive as they are not trained / supported in how to use it.
- Recycling is working very well and delivers a cost effective approach

8. Proposals:

9. The proposed equipment service will offer customers a “one stop shop” where customers will be able to obtain professional advice from trusted assessors, visit a demonstration centre to try out equipment, purchase equipment or be provided equipment following an assessment by the Council or NHS.
10. It is proposed to include the provision and installation of telecare/telehealth equipment within this contract. Telecare forms a key part of the Council’s strategy to support people to remain in their homes and will operate in conjunction with a new crisis response service. Telecare has been proven to help people to live at home without the need for any paid for support services. This equipment would be procured and installed by the same Provider helping to reduce duplication and delays in assessing people. This will have implications for five staff currently employed by the Council to assess / install telecare equipment who will transfer to the new provider following formal TUPE consultation.
11. Figure 1 outlines how the overall approach would work. The key point being that customers will be able to access equipment directly without the need for an assessment by the Council
12. The equipment provider will work with voluntary sector organisations to provide the retail outlet /demonstration/ assessment (currently provided by the voluntary organisation, the Independent Living Centre) that will make this service available to all people across Wiltshire
13. In line with recommended Option 2, it is proposed to extend the existing contractual arrangements for a six month period to ensure continuity of service to the customer, while Help to Live at Home Service the tender exercise is undertaken and completed.

14. Figure 1



Options Considered for Equipment Service

- 15. Option 1: To continue with existing arrangements – not recommended. This will not result in an improved service or reflect the views and requirements of customers.
- 16. Option 2: To commission an integrated and expanded equipment service that will offer an improved and joined up provision - recommended.
- 17. Option 3: To establish a Retail model, where people are able to buy equipment from approved retailers. As well as leading to an increase of £2.5 million across NHS and Council expenditure from the lost opportunity to recycle equipment, this option would not achieve one of the key principles of the project, to assist people with obtaining the right service at the right time. Retail outlets do not provide independent advice, their objective is to sell a product – not recommended.

18. Conclusions

- 19. Equipment services form an important part of the range of support available to people with care needs. Often a piece of equipment can enable someone to live more independently without support. In investing in an expanded equipment service there is evidence to support the view that more people will be able to remain in their own homes and care costs will be reduced.

- Appendix 3
- Sheltered Accommodation Schemes

To fully implement the Help to Live at Home Service will require changes to the housing support services provided in sheltered housing funded by the Council's Supporting People programme. Details of the schemes funded in this way are outlined below.

Housing support services are provided in the following ways:

Housing Support Officers – Make regular visits / phone calls to schemes and keep to regular office hours. They deal with the needs of tenants in accordance with support plans and usually work as part of a team.

Wardens – An onsite tenant who is employed by the landlord to deliver housing support to their fellow tenants in accordance with support plans.

These housing support services are provided by a variety of Registered Social Landlords (RSL's) including Wiltshire Council in South Wiltshire. Landlords vary in size with the 4 main providers being Westlea in North Wiltshire, Sarsen in East, Wiltshire Council in South and Selwood in West. In addition there are a number of smaller landlords. Before any changes can be made to services received by tenants a formal consultation has to be undertaken by their landlord. The landlords consulted their tenants to seek their views on a number of options. These options were:

- Option 1 – Telecare Service Only
- Option 2 – Telecare Service Available in Wider Community
- Option 3 - Telecare and Help to Live at Home Service
- Option 4 - Provide No Service
- Option 5 - Continue Current Service, With No Council Funding

Listed below are the schemes and the preferences identified by the tenants. Following feedback from some of the smaller landlords and their tenants it has been agreed to exclude some of these services from the Help to Live at Home Service for the time

being to enable them to continue while existing staff remain in post. These are indicated below in the left column entitled “excluded from Help to Live at Home at this time”.

Consultation with tenants has resulted in significant changes in the service specification for the Help to Live at Home Service to take account of the views and priorities of tenants. Meetings with tenants have been held to feed back to them the outcome of the consultation.

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
Possibly	Abbeyfield Society Warminster Ltd.	Abbeyfield Society Warminster	Warminster	3	£18.56	3	Scheme Manager / HSO
Possibly	Abbeyfield Uk	Abbeyfield Uk Salisbury	Salisbury	5	£36.54	3	Scheme Manager / HSO
Possibly	Abbeyfield Uk	Abbeyfield Uk Trowbridge	Trowbridge	3	£27.87	3	Scheme Manager / HSO
Possibly	Abbeyfield Uk	Abbeyfield Uk Westbury	Westbury	1	£31.03	3	Scheme Manager / HSO
no	Anchor Trust	St Clements	Chippenham	30	£4.92	3	Scheme Manager / HSO
no	Anchor Trust	Offers Court	Devizes	20	£5.51	3	Scheme Manager / HSO
no	Anchor Trust	Kyngeston Court	Warminster	22	£4.89	3	Scheme Manager / HSO
Yes	Bournemouth Churches (English Churches Housing Group)	Stanford Court	Devizes	15	£7.27	3	Scheme Manager / HSO
no	Calne Welfare Charities	Calne Welfare Charities	Calne	4	£7.75	3	Scheme Manager / HSO
no	Housing 21	Ludlow Hewitt Court	Melksham	25	£4.14	3	Scheme Manager / HSO
no	Housing 21	Frederick Taylor Court	Warminster	16	£4.06	3	Scheme Manager / HSO
no	Housing 21	Hedley Davis Court	Salisbury	27	£2.18	3	Scheme Manager / HSO
Yes	Jephson Homes Housing Association	Teazle Ground Court	Trowbridge	22	£23.50	3	Scheme Manager / HSO
Yes	Habinteg (Livability Housing (formally John Grooms Housing Association))	Wylve Lodge	Wilton	22	£13.42	3	Scheme Manager / HSO *(Agency Staff)
no	Knightstone Housing Association	Knightstone Court	Trowbridge	15	£9.91	4	
no	Knightstone Housing Association	Smiths Yard	Corsham	6	£33.05	4	
no	Pilgrim Homes	Leonora Home	Chippenham	4	£26.42	3	
no	Pilgrim Homes	Leonora Home	Chippenham	1	£37.00	3	
Yes	Raglan Housing Association	Pembroke House	Salisbury	32	£8.88	1	Warden on Site
Yes	Raglan Housing Association	Raglan Court	Salisbury	25	£8.74	1	Warden on Site
Yes	Salisbury City Almshouse & Welfare Chari	Robert Stokes Almshouse	Salisbury	12	£14.38	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Steve Biddle House	Salisbury	15	£14.38	Did not indicate preference	Very Sheltered Housing - Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Blechyndens Almshouses	Salisbury	3	£3.91	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Bricketts	Salisbury	3	£3.91	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Brympton	Salisbury	26	£3.91	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Eyre House	Salisbury	8	£3.91	Did not indicate preference	Floating Support Warden on call

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
Yes	Salisbury City Almshouse & Welfare Chari	Gloucester House	Salisbury	15	£3.91	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Hardy House	Salisbury	10	£3.91	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Husseys Almshouses	Salisbury	14	£3.91	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Sarah Hayters Almshouses	Salisbury	7	£3.91	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Taylor's Almshouses	Salisbury	3	£3.91	Did not indicate preference	Floating Support Warden on call
Yes	Salisbury City Almshouse & Welfare Chari	Trinity Hospital	Salisbury	13	£3.91	Did not indicate preference	Floating Support Warden on call
No	Wiltshire Council - Salisbury	Sdc Sheltered Gross		371	£10.13		
No	Wiltshire Council - Salisbury	Westwood House	Salisbury		£10.13	3	HSO / Alarm
No	Wiltshire Council - Salisbury	Adison Square	Durrington		£10.13	3	HSO / Alarm
No	Wiltshire Council - Salisbury	Castle Meadow	Downton		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Clays Orchard	Fovant		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Crane Lodge	Salisbury		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Downside	Wilton		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Edgars Close	Steeple Langford		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Graham House	Salisbury		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Horsehill Place	Donhead St Mary		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Lanfear Close	Amesbury		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Lynch Close	Mere		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Nadder Close	Tisbury		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Norfolk Rd	Salisbury		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Parsons Green	Shrewton		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Phillip Court	Salisbury		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Reindorp Lodge	Bishopdown		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	St Andrews	Laverstock		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	St Marks House	Salisbury		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Suffolk Rd	Salisbury		£10.13	3	HSO on call
NO	Wiltshire Council - Salisbury	The Orchard	Nunton		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Tintern Court	Salisbury		£10.13	3	HSO on call

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
No	Wiltshire Council - Salisbury	Westfields	Zeals		£10.13	3	HSO on call
No	Wiltshire Council - Salisbury	Community Alarm Service		143	£5.72	3	HSO on call
No	Sarsen Housing Association	Sheltered & Cat 1 Gross		432	£14.15		
No	Sarsen Housing Association	Trinity House	Tidworth		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Angell House	Chippenham		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Northgate Gardens	Devizes		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Hedges House	Devizes		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Lawrence Acre	Marlborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	The Priory	Marlborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	York Place	Marlborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Aston House	Pewsey		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Erskine House	Ludgershall		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Seymour Court	Malborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Avon Square	Pewsey		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Berrycroft	Malborough		£14.15	3	HSO's / Scheme Manager
NO	Sarsen Housing Association	Chestnut Avenue	Tidworth		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Chitham House	Devizes		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Courts Farm Close	Salisbury		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Fleming Close	Andover		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Hawthorne Road	Tidworth		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Highfield	Chippenham		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Hilldrop	Malborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Knowledge Crescent	Malborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Lady Diana Court	Andover		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Lavington Close	Devizes		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Leaf Close	Malborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Old Common Way	Ludgershall		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Prince Charles Close	Ludgershall		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Recreation Road	Ludgershall		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	St Margarets Mead	Malborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Sutton Place	Devizes		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	The Croft	Devizes		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	The Knapp	Malborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Tylees Court	Devizes		£14.15	3	HSO's / Scheme Manager

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
No	Sarsen Housing Association	Watson Close	Pewsey		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Webbs Way	Marlborough		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Whitmarsh Close	Netheravon		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Aston Bungalows	Pewsey		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	St Mary'S Close	Devizes		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Bridewell Street	Devizes		£14.15	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Lifeline General Needs Tenancies		1	£3.97	3	HSO's / Scheme Manager
No	Sarsen Housing Association	Crammer Court	Devizes	44	£32.95	3	Very Sheltered - HSO's / Scheme Manager
No	Sarsen Housing Association	Meadow Court	Devizes	26	£25.00	3	Very Sheltered - HSO's / Scheme Manager
No	The Guinness Housing Association Ltd	Avondown Court	Trowbridge	21	£6.01	Did not indicate preference	HSO's / Scheme Manager
No	The Guinness Trust	Elizabeth House	Devizes	30	£5.09	Did not indicate preference	HSO's / Scheme Manager
No	The Guinness Trust	Castle Lane	Devizes	4	£4.95	Did not indicate preference	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Bethell Court, Elmfield	Bradford on Avon		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Bowerhill Bungalows, Halifax Road	Melksham		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Cedar Court, Berryfield	Bradford on Avon		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Charlotte Court	Trowbridge		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Clover Grass Court, Bratton	Westbury		£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Cobbett House, Cobbett Place	Warminster		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Corner Ground, The Dene	Warminster		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Dorset Cescent	Melksham		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Downside Park	Trowbridge		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Field Close	Westbury		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Grove Court, College Road	Trowbridge		£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Haynes Road, Jubilee Close	Westbury		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Kestrel Court, Bowerhill	Melksham		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Lyddieth Court, Dove Rise	Winsley		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Lyes Grove, Dilton Marsh	Dilton Marsh		£21.45	3	HSO's / Scheme Manager

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
NO	Selwood Housing Society Limited (WWHS)	Manor Court, Manor Road	Trowbridge		£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Maple Grove	Trowbridge		£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Medlicott House, The Mead	Warminster		£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Orchard Gardens	Melksham		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Portway Bungalows	Warminster		£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Queensway Sheltered			£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Rowley Place (1)	Melksham		£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Rowley Place (2)	Melksham		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Shell Court, Atworth	Atworth Nr Melksham		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	St Margarets Court, St Margarets Hall	Bradford On Avon		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Summerleaze	Trowbridge		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	The Elms	Holt		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	The Giffords, Greenhill Gardens	Trowbridge		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	The Homestead	Trowbridge		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	The Maltings	Warminster		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Thornbank, King Street	Melksham		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Aldhelm Court	Bradford On Avon		£21.45	3	HSO's / Scheme Manager
No	Selwood Housing Society Limited (WWHS)	Widbrook View, Southville Road	Bradford On Avon		£21.45	3	HSO's / Scheme Manager
NO	Selwood Housing Society Limited (WWHS)	Sheltered Hardwired Gross		411	£2.24		
No	Selwood Housing Society Limited (WWHS)	Arnold Noad Corner	Trowbridge		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Ashmead, Ashmead Court	Trowbridge		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Avonfield	Trowbridge		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Bowden Crescent	Melksham		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Broadstones	Monkton Farleigh		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Budbury Circle	Bradford On Avon		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Charles Street	Trowbridge		£2.24	1	Hardwired alarm / pull cords

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
No	Selwood Housing Society Limited (WWHS)	Coronation Street	Trowbridge		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Elm Close	Staverton		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Everett Close	Sutton Veny		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Farleigh Rise	Monkton Farleigh		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Friars Close	Dilton Marsh		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Glebe Road	Trowbridge		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Glebelands	Heytesbury		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Gloucester Square	Melksham		£2.24	1	Hardwired alarm / pull cords
No	Selwood Housing Society Limited (WWHS)	Green Terrace	Trowbridge		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Greenland View	Bradford On Avon		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Islington	Trowbridge		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Kennet Gardens	Bradford On Avon		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Langford Road	Trowbridge		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Leslie Rise	Westwood		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Longfield Road	Trowbridge		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Martigny Court	Melksham		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Maulton Close	Holt		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Melton Road	Trowbridge		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Newleaze	Hilperton		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Padfield Gardens	Melksham		£2.24	1	Hardwired alarm / pull

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
							cords
no	Selwood Housing Society Limited (WWHS)	Palmer Grove	Semington		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Paveley Close & Annes Close	Westbury		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Queens Court	Westbury		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Queens Road	Trowbridge		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Queensway	Melksham		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Spinners Croft	Trowbridge		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Springhead	Sutton Veny		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	St Johns Crescent	Trowbridge		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	St Nicholas Close	Winsley		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Stonefield Close	Bradford On Avon		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	The Butts	Westbury		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	The Croft	Bradford On Avon		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	The Queensway	Warminster		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	The Ridgeway	Warminster		£2.24	1	Hardwired alarm / pull cords
no	Selwood Housing Society Limited (WWHS)	Widbrook View	Bradford On Avon		£2.24	1	Hardwired alarm / pull cords
Yes	Western Challenge Housing Association	Kings Court	Warminster	18	£9.15	Did not indicate preference	HSO's / Scheme Manager
Yes	Western Challenge Housing Association	Marlborough Court	Chippenham	20	£11.89	Did not indicate preference	HSO's / Scheme Manager
Yes	Western Challenge Housing Association	Waverley Court	Corsham	21	£10.36	Did not indicate preference	HSO's / Scheme Manager

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
No	Westlea Housing Association	Sheltered Cat 1 & Cat 2 Gross		444	£10.20	3	
No	Westlea Housing Association	Clarks Leaze	Yatton Keynell	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Colemans Close	Calne	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	College Green	Sutton Benger	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Croft Court	Chippenham	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Downs View	Wotton Bassett	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Fairfield	Upavon	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Grierson Close	Calne	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Home Close	Trowbridge	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Hudson Road	Malmesbury	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Lime Kiln	Wotton Bassett	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Moxhams	Corsham	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Neeld Close	Yatton Keynell	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Parsonage Farm	Cricklade	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Pound Close	Lyneham	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Queens Square	Box	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Saxon Close	Cricklade	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Showfield	Wotton Bassett	12	£10.20	3	HSO's / Scheme Manager
No						3	HSO's / Scheme Manager
No	Westlea Housing Association	The Glebe	Calne	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	The Lawns	Calne	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Tile Court	Calne	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Vine Court	Corsham	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Wyvern House	Corsham	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Brunel Close	Corsham	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Glovers Court	Malmesbury	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Heberden House	Cricklade	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Holton House	Corsham	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Hooks Hill	Purton	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	James House	Calne	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Jargeau Court	Corsham	12	£10.20	3	HSO's / Scheme Manager

Excluded from Help to Live at Home at this time	Provider Name	Service Name	Town	Capacity	£PPPW	Majority Option Preference	Description of Service
No	Westlea Housing Association	John Watson House	Wotton Bassett	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Parklands	Chippenham	12	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	River House	Chippenham	14	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Spring Tinings	Corsham	14	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	Springfield House	Wotton Bassett	14	£10.20	3	HSO's / Scheme Manager
No	Westlea Housing Association	The Wharf	Calne	14	£10.20	3	HSO's / Scheme Manager

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**Report of the Rapid Scrutiny Exercise –
Helping People to Live at Home in Wiltshire**

Background and Purpose

1. At its meeting held on 13th January 2011, the Health and Adult Social Care Select Committee received an update on the Care Pathway – Shaping Choices Programme for Older People.
2. Committee members were informed that a key piece of work being undertaken by the Department, in taking forward a number of Care Pathway recommendations, was the Help to Live at Home Review. The Cabinet Member for Adult Social Care, Communities and Libraries invited the Committee to consider the proposals arising from the review, prior to their endorsement by Cabinet on 15th February 2011.
3. A rapid scrutiny meeting was therefore arranged to enable councillors to carry out this role. The meeting was held on 9th February 2011 and was attended by:

Cllr Mike Hewitt	(Lead Scrutiny Member)
Cllr Peter Hutton	(Scrutiny Member)
Cllr Helen Osborn	(Scrutiny Member)
Cllr David Jenkins	(Scrutiny Member)
Cllr Pip Ridout	(Scrutiny Member)
Cllr Jemima Milton	(Portfolio Holder for Adult Social Care)
Cllr John Thomson	(Cabinet Member for Community Services)
Nicola Gregson	(Head of Commissioning – Older People and Adults with physical impairments)
Geoff Vale	(Commissioning Manger – Supporting People)
Andrew Osborn	(Programme Manager)
Ros Low	(Senior Scrutiny Officer)
Brian Warwick	(Representative from Wiltshire Swindon & Users Network WSUN)

4. This report aims to outline the key comments made by Scrutiny members in response to the report: Helping People to Live at Home in Wiltshire.

Issues to Emerge

5. The Lead Member expressed disappointment at the limited time available for the scrutiny group to consider the report before the meeting. It was acknowledged, however, that all councillors had been invited to attend a briefing on the 'Help to Live at Home' Review a week earlier, and those who attended had benefited from the early explanation of the principles underpinning the review and the proposals put forward.
6. It was also acknowledged that the review had links to other areas of activity such as the Older People Accommodation Strategy and that this was the subject of a separate scrutiny exercise. The Major Contracts Task Group also had an ongoing interest in the Equipment service having previously reviewed the Medequip contract. Following this review, a number of recommendations were made in relation to the future tendering process of the Equipment service.
7. Councillors asked questions on the new Help to Live at Home service and the key administrative changes required to enable customers to deal with only one organisation.
8. The Cabinet Member for Adult Social Care, Communities and Libraries explained that the reorganisation represented a positive step change in home care provision, which provided an opportunity to bring all the services currently commissioned and contracted for separately into one service specification. Reducing the provider base would in turn not only achieve economies of scale but would provide an opportunity to join up services and deliver an improved customer experience from greater continuity.
9. It was reported further that a great deal of work had taken place to ensure that both financial and administrative systems were in place to support delivery of the new service model. This included making sure that systems (including mobile technology) could be extended into the various service areas to enable the access to and collection of real time information on care pathways.
10. The customer would no longer need to pursue different departments or organisations as one telephone number would be made available. Once the support services were integrated, the Council would only need to liaise with 5/6 lead organisations rather than the 120 that currently provide domiciliary care, reablement and housing related support services.
11. The scrutiny group asked questions about the requirements that would be built into the contract specification to ensure standards of service were met and the monitoring process that would be followed. The Head of Commissioning for Older People explained that the new contract would make it imperative that the Council commissioned providers who would deliver a flexible and cost effective service. The contracts would be subject to proportionate contract management to ensure that the required outcomes and value from the arrangements was secured. Monitoring activity would take place monthly and penalties administered where requirements, such as response times, were not met.
12. Councillors explored the level of consultation that had taken place with particular reference to self funders and how the views of those people not

living in sheltered accommodation were captured. In response it was explained that an extensive and thorough consultation programme had been undertaken involving both the public and private sector. This had included engaging with older people's forums, carer groups and the Wiltshire & Swindon Users Network. Discussions with service users around care pathways and with provider organisations (in particular Housing providers already promoting Telecare) had taken place.

13. Key findings from the consultation indicated that there was a lack of equity in the level of service received across the county. Consultation with customers also emphasised the importance of security and providing a service able to respond to people in a crisis as well as the importance of a "familiar face." It was reported that the specification was amended to take such views into account and it was now recommended that the service be commissioned to include housing support as well as domiciliary care.
14. The project team were also in the process of appointing an independent 'older people representative' to champion the views of older people within the community, to take on any concerns where they arise and to provide healthy challenge to the programme throughout its implementation phase.
15. The scrutiny members raised concern that whilst there was much emphasis on support for 'older people' during discussion, the review did include within its scope other user groups also with care packages, for example those with physical impairments or mental health problems. The rapid scrutiny group sought assurances that these areas would not be overlooked during implementation of the new service model and its promotion within the wider community and also that the required levels of transitional support would be put in place.
16. In response the Cabinet Member explained that the review was very much focused in these areas and the Portfolio holder had attended a number of user and support group events to ensure views were represented in all aspects of the review. The Head of Commissioning for Older People did clarify that the Help to Live at Home review would not include those people with high-level complex needs receiving specialist services.
17. Councillors queried the process for assessment and care management and whether there would be an integrated approach to assessments with other agencies. Councillors, reflecting on the experiences within their own communities, also stressed the importance of timely assessments and the potential consequences of delays which were often the result of numerous organisations assessing a customer before any support could be provided.
18. It was reported that the Council would retain the statutory responsibility for assessments but that Providers would be empowered to also undertake this role. The customer would have one assessment of the home and of equipment needs with agreement reached from all partners.
19. An individual would be able to discuss how they wanted their care delivered based on a set of outcomes that they wanted to achieve within a set period of time, for example keeping in touch with family or seeing friends. Key to this

was also ensuring that there was support to help people, in particular self funders, to navigate the market themselves. The important role played by the neighbourhood teams was also emphasised in this process as well as that of providing information and advice through voluntary sector organisations, GPs and through signposting customers to other therapeutic activities taking place in the community which help to promote wellbeing.

20. There would also be performance incentives in the specification which asked the provider to look at collective opportunities where people had similar outcomes and which would realise benefits, for example a trip to the cinema or theatre.
21. The scrutiny members recognised that by putting people at the centre of their support planning and empowering them to make choices around purchasing, the programme to implement self direct support was now a core component of the Help to Live at Home service. It was reported that in the past the Council had commissioned or purchased care in a very prescriptive manner which did not allow the customer to have much 'control' over the services they received. The new person-centred approach would enable people to be able to make informed choices about how and when services are provided.
22. The Scrutiny Group asked questions about the work that would be undertaken around prevention and early intervention. It was confirmed that within the contracting exercise a range of preventative services would be secured to promote an individual's health and wellbeing. The Help to Live at Home Service would extend informal support and services that reduce social isolation, often only provided within sheltered accommodation, to include other vulnerable people living in the wider community. The scrutiny group acknowledged the increasing evidence that preventative work, such as falls prevention, could also realise savings thus reducing the requirement for high-cost services such as residential care
23. Members queried the impact that increasing demand would have on care and support services in the future. The Cabinet member drew member's attention to the demographic analysis and forecast of future demand undertaken as part of the older people's accommodation strategy. It was reported that Wiltshire was investing in and developing a wide range of preventative services which were imperative for long term sustainability due to demographic growth. Innovative opportunities to reconfigure services, such as Help to Live at Home review and the review of Older People Accommodation, took into account changing market conditions, trends and population need projections.

Conclusions and Recommendations

1. The Rapid Scrutiny Group acknowledged the need to realign services provided directly to those individuals living at home and the efficiencies and improvement to the quality of service that will be achieved through the rationalisation of suppliers and providers.
2. Councillors were supportive of the proposals being put forward and acknowledged the work already undertaken in this area. All were thanked for attending the meeting and responding to the Group's questions.

Recommendations

- (1) That the Health & Adult Social Care Major Contracts Task Group receive further detail on the tendering activity, including contract selection criteria, outcomes and the specification of the contracts relating to services for:**
 - Community Equipment**
 - Independent Living**
 - Crisis Response**
- (2) To note the work underway to introduce Self Direct Support in Wiltshire and to request that the report on the Resource Allocation System and its implementation be brought to the Health and Adult Social Care Select Committee prior to its endorsement by Cabinet later in the year.**
- (3) That robust communication and implementation plans are put in place to ensure effective roll out of the new service, so that the required level of transitional support is provided and that customers understand how they will be affected by the changes.**
- (4) That a report is presented to the Health & Adult Social Care Select Committee which shows the work undertaken to measure the extent to which people feel their lives have improved from the new Help to Live at Home service once it is established.**

Cllr Mike Hewitt, Lead Member for the Rapid Scrutiny Exercise

Paul Kelly, Scrutiny Manager and Designated Scrutiny Officer

Report Author: Ros Low, Senior Scrutiny Officer (01225 718372)

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Wiltshire Council

Cabinet

15 February 2011

Subject: Outline Campus Development Timetable and Campus Management Proposal

Cabinet member: Councillor Jane Scott OBE, Leader of Council

Key Decision: Yes

Executive Summary

This report outlines the proposed future approach to how the Council facilitates the delivery of services from Campuses to neighbourhoods and communities in Wiltshire. It gives an overview of the campus development element of the Workplace Transformation Programme and the timetable for developing and implementing a proposed alternative approach to estate management and ownership that is flexible, innovative, expandable and not based on the continuation of existing service division or structures.

To meet the challenges facing local government and its partners and to complement the national context of the Localism Bill there is the potential to embrace alternative solutions to the management of public services. There is an opportunity for the Council to facilitate the delivery of value for money services tailored to local need and influenced by local people and partners. In order to do so, the council needs to take a holistic approach to the development of a single not for profit organisation that covers all of its local service delivery.

The proposals within this paper authorise the Workplace Transformation Programme to take forward the physical development of Campuses, with the long term aim to have each community area served by a campus, the style and content of which will vary depending on local needs, and to actively involve local communities in their delivery and management.

The long term proposal outlined in this report for estate management and service delivery is proposed to be centred on some form of not for profit organisation with a community purpose that delivers local services across Wiltshire and the two year preliminary management project will be designed to develop and test models to deliver this.

A future county wide management model would operate alongside the Council which would retain the responsibility for and concentrate on certain core services and strategic service specifications. It is proposed that a full options appraisal and preferred model is recommended to Cabinet prior to April 2013

and that the over arching organisation would ensure that rather than having a series of individual service based mutual or social enterprise vehicles the council would instead develop a single coherent approach within one overall programme of activity. However, there are many forms that this approach could take and the preliminary management outlined within this paper will enable a informed assessment of various options and models.

This approach will allow the council to expand its unique community based working and act as the facilitator and commissioner of an integrated new way of working whilst delivering the Big Society agenda. It is important to recognise that any large scale change to local delivery management and ownership will have a significant impact on the future size, shape and function of the council and Cabinet. Whilst creating a platform for analysis and providing approval for coordination of the councils over all approach to these issues, this paper does not request Cabinet to make a final decision, but rather to commence the work to allow Cabinet to make an decision prior to April 2013 whilst still allow the council to work positively with local communities in the mean time to develop, manage and deliver Campuses.

There is a need to establish appropriate management arrangements for the emerging community campuses and other operational estate. These buildings are community based and community focussed so it makes sense that local people have a direct role in their operations.

The implementation of a preliminary management project is the most suitable way to test the proposal and identify the most successful manner in which new management arrangements could be established to deliver and support certain public services in Wiltshire.

This report proposes the implementation of a preliminary management project in Corsham, Melksham, Pewsey, Tisbury and Wootton Bassett which would commence in April 2011 as part of providing the evidence base for a future Cabinet decision on a long term model that would apply across the council.

The proposals set out in this paper will be delivered by the campus and operational estate management workstream that forms part of the Workplace Transformation Programme.

Proposals

That Cabinet:

- (i) approve the outline timetable and, subject to budget setting by full council, authorise the Workplace Transformation Programme to take forward the physical delivery of Campus buildings in conjunction with local communities.
- (ii) approve the work stream principles within the Workplace Transformation Programme covering the development and assessment of proposals for future management arrangements of

campuses and local service delivery.

- (iii) approve the implementation of the preliminary management project outlined in this paper, with the aim of making a further recommendation based on the outcome of this to Cabinet by April 2013. This subsequent recommendation will include a formal assessment of the suitability, long term viability, and costs of a range of options to deliver a single council wide approach to the creation of a strategic not for profit community led organisation encompassing both property ownership and local service delivery.

Reasons for Proposal:

There is a growing national impetus for local authorities to consider how public services can be decentralised and how local people can be given the opportunity to directly influence the service offer in their community. In addition there is a need to establish appropriate management arrangements for the emerging community campuses and other operational estate.

The proposals recognise this by authorising the implementation of a preliminary management scheme, which will assist the development of a fully costed options appraisal for a new Wiltshire wide community focused management arrangement to be formally considered by Cabinet prior to April 2013.

Mark Boden

Corporate Director Department of Neighbourhood and Planning

Subject: Outline Campus Development Timetable and Campus Management Proposal

Cabinet member: Councillor Jane Scott OBE, Leader of Council

Key Decision: Yes

Purpose of Report

1. This report outlines the proposed future approach to how the Council facilitates the delivery of services to neighbourhoods and communities in Wiltshire.
2. The report builds on the Leisure Review and outlines the proposed campus development programme and the timetable for developing and implementing an alternative approach to operational estate management and ownership.

Background

3. In December 2009 Cabinet confirmed its support for several projects which sought to rationalise properties within the Council's operational estate in order to provide fit for purpose accommodation for services. This has prompted a review of the whole operational estate which has resulted in an outline proposal to rationalise and improve it. In turn this will ensure the Council can reduce the risks associated with the operation of a large number of unsustainable buildings whilst significantly improving the services offered.
4. In December 2010 Cabinet approved the principle to improve indoor leisure provision across the county. The accompanying leisure review consultation exercise highlighted strong community support for leisure and in some areas support for alternative management arrangements under the assumption that appropriate support would be made available.
5. The rationalisation of the operational estate can be best described by the development of community campus buildings. A campus is a building, or collection of buildings, in a community area that provides all the services communities need in easy to access location/s. In this sense the term services is all encompassing and includes services delivered by the Council, its partners, other public service providers and services provided by the voluntary and community sector.
6. The Council is committed to providing or facilitating the development of a number of community campus buildings across the county. The design and

service offer of each building will directly reflect the needs of the area it serves therefore they will take different forms and will be driven by different factors. An indicative timeline of the campus development programme is provided in **Appendix A**.

7. There is a need to establish appropriate management arrangements for the emerging community campuses and other operational estate. These buildings are community based and community focussed so it makes sense that local communities have a direct role in their operations.
8. This paper proposes the implementation of a preliminary management project that would contribute to the long term objective of developing some form of not-for-profit community led organisation that delivers a variety of community services in Wiltshire. The concept is built around how the Council delivers to local people and local communities and aims to improve the levels of provision through tailor-made points of delivery. The Council would retain the overall responsibility for the delivery of certain core services, which could be specifically contracted to target specific outcomes to address local needs or inequalities.
9. This management project would assist in providing a platform that could, subject to further Cabinet consideration, ultimately create a single multi-service based vehicle to generate maximum financial robustness and long term viability. The approval of the project would allow the various activity in relation to alternative models of service delivery to be coordinated and delivered via a single strategic programme rather than by a series of individual service based initiatives and allow any future organisation to benefit from a sustainable and predictable income source and the capital assets of the campuses themselves.

Big Society and the Localism Bill

10. The emphasis of Big Society is to give communities more powers, encourage people to take an active role in shaping and delivering services and to decentralise power and funding. Crucially the initiative aims to support social enterprises and allow greater community involvement in the running of public services.
11. The Localism Bill provides the platform for the Council to develop proposals for local decentralisation. The proposed initiative set out in this paper is the embodiment of Big Society and Wiltshire's commitment to empower local residents.

Main Considerations for the Council

12. To meet the challenges facing local government and its delivery partners there is the potential to embrace alternative solutions to deliver value for money services tailored to local need. The development of an innovative not-for-profit distributing organisation model allows the reform and continued improvement of service delivery whilst minimising the financial impact on the

Council. It allows for surpluses to be reinvested into frontline community service and would enable local interests and needs to be foremost in service delivery.

13. There is an opportunity for the Council to expand on its excellent and unique community based working and act as the facilitator and commissioner of a new way of working at a community level. Crucially the Council will retain its role as a protector of public interests.
14. The not-for-profit distributing organisation proposal meets the six actions required to deliver decentralisation as identified in the Localism Bill. By definition a not-for-profit distributing organisation is likely to be less bureaucratic and in this sense the empowerment of local communities is critical to its success. It is intended that where possible local communities will have control over financial contributions to services in their area and the potential for alternative modes of service delivery will be fundamental to the business model. Additionally local people will be directing service delivery therefore local scrutiny and accountability is core to the governance structure.
15. A sustainable not-for-profit distributing organisation model would create opportunities for the Council to meet economic challenges and widen the scope for increased investment in services and assets. This also offers the potential reduction in the Council's costs of procuring and commissioning services, which will be tested through the preliminary management project.
16. Working with others is key to the success of the type of management proposed in this paper. There is scope to improve the links with a view to sharing the achievement of goals, improve local services for local people and gain efficiencies in service delivery. Partners could include the health sector, police, fire service, town and parish councils, Ministry of Defence, schools and third sector organisations amongst others.
17. An innovative not-for-profit distributing organisation model would create an environment where local people can influence the delivery and improvement of tailor made services in their community and promote social inclusion and resilience by increasing opportunities for volunteering.
18. An initial desktop appraisal has identified any number of services could be included but it is evident that a wider scope of services is critical to success and creates more opportunities to achieve economies of scale, capability and consistencies. This reflects the feedback from communities in relation to the leisure review and general good practice in respect of the development of sustainable not-for-profit organisations. However, the impact of such a large scale approach to devolved management on the future size, shape and function of the council will need careful assessment.

Workstream Principles

19. The following principles form the basis of any options appraisal that would be carried out and apply to the future management arrangements of existing and future operational estate.

- (i) Create an environment which empowers local people to directly influence the delivery and improvement of unique needs based services in their community.
- (ii) Ensure a singularity of vision to enable local needs to be foremost in strategic planning and operational service delivery.
- (iii) Be proactive in meeting economic challenges and widen the scope for investment in services and assets.
- (iv) Share the accountability for service delivery with the community and partners.
- (v) Secure a sustainable and innovative form of management that complements the evolving national context of the delivery of local services.
- (vi) Promote social inclusion and resilience by increasing accessible opportunities for volunteering.
- (vii) Make specific provision for accessible opportunities for partnership working.
- (viii) Accessible decision making processes and governance structures.
- (ix) Provide opportunities for a consistent and sustainable support network for the voluntary and community sector in Wiltshire.
- (x) Provide a consistent strategic vehicle for all services in a locality that is financially robust and able to respond to the changing face of the public and community service delivery rather than a range of competing initiatives based on existing service models.

Preliminary Management Project

20. The implementation of a preliminary management project is the most suitable way to test the proposal and identify the most successful manner in which a countywide not-for-profit distributing organisation could be established to deliver and support public services in Wiltshire.
21. In order to carry out a constructive preliminary management project that the Council can extract valuable information from it would be necessary to work in those community areas that display certain characteristics. For example the operational estate may be in a particularly poor condition or there is evidence to suggest service needs are not being met. Additionally in some community areas there is already an appetite from various parties for a campus building and new or improved facilities are immediately deliverable.
22. Taking the above into account and assuming formal support, Corsham, Melksham, Pewsey, Tisbury and Wootton Bassett have been identified as

suitable locations for the preliminary management project. An indicative timeline that would be applied to the project can be found in **Appendix B**.

23. Assuming the council pursue the proposals in this report the local and partner provision will be defined through a process of service and community engagement via the Workplace Transformation Programme. The approach will depend on the individual needs of services and the community being served. Engagement will encompass the following principles:
- (i) Clear leadership to ensure the customer is central to sustainable future service delivery.
 - (ii) Consultation with stakeholders using a variety of methods leading to a service design specification.
 - (iii) A cost-benefit analysis against proposals.
 - (iv) Mutual agreement from service users, the community and the Council leading to implementation.
24. A specific project reporting structure within the Workplace Transformation Programme will be implemented to oversee and monitor the preliminary management project. This will include a member advisory board that will be responsible for influencing the project. An officer working group with representatives from services across the authority will be formed.

Indicative Timeline

25. The preliminary management project will be in place from April 2011. Preparation will then take place to ensure a draft version of the strategic legal vehicle required to underpin the project is ready by early 2013. Provided the full options appraisal and full model that will be recommended to Cabinet prior to April 2013 is approved the, legal vehicle can then be put in place in readiness for the transfer of services during the 2013/14 financial year. Alongside this the council would work with communities within the context of the preliminary management project from April 2011 to define the service offer locally.
26. In order to identify the most appropriate governance arrangements the Council will need to develop, assess and test preferred options through the preliminary management project. This work will take place between April 2011 and March 2013.

Environmental and Climate Change Considerations

27. The development of the campus buildings and the rationalisation of operational estate will significantly reduce the Council's carbon emission by at least 40%.
28. This reduction will occur due to the high construction and quality standards that will be applied to the new build and refurbished facilities and measures

will be taken to mitigate against wider environmental risks through an extensive climate change adaptation project where appropriate.

Equalities Impact of the Proposal

29. An equality impact assessment has been completed which demonstrates that the campus development programme and the resulting proposals for management fully promote equality of opportunity. Services and operational estate will be designed to meet immediate local need and improvements will mean improved, fully accessible services and facilities for all sections of the community.

Risk Assessment

30. **Table 1** highlights the headline risks and proposed management of those risks associated with the proposals in this report.

Table 1

Risks of proposals	Mitigation of risks
Financial investment with long term commitments.	<p>All financial and delivery aspects form part of the wider workplace transformation programme which reduces the risk as any expenditure will be considered against priorities within a single programme</p> <p>Prudent budgetary management will be applied and savings captured centrally.</p> <p>Inevitable reduction in financial support for delivery of frontline services through a reduced community services fee and reduced building operational costs.</p> <p>Robust, detailed, evolving risk assessment to be completed and monitored.</p>
Inevitable loss of some control over service provision.	<p>The proposal firmly meets the national agenda to decentralise services so the council can be confident that it is delivering against political desire.</p>
The need to develop legal governance arrangements.	<p>Seek specialist external advice throughout project.</p> <p>Legal services and financial services to have a key role on project working group.</p> <p>Robust, detailed, evolving risk assessment to be completed and monitored.</p>
Communities not having the desire to get involved.	<p>The council and partners, particularly from the third sector organisations, to provide a robust support network and to continue to assist communities in realising sustainable decentralisation.</p> <p>Develop a comprehensive communication plan which enables the council to be proactive as opposed to reactive.</p>

Financial Implications

31. All future proposals brought forward via the Workplace Transformation Programme that have capital investment proposals and/or revenue implications will be assessed on an individual basis and will be subject to the council's budget setting process and approval.
32. The Council's business plan includes revenue proposals that cover the anticipated project management from April 2011. These have been assessed as part of the 2011/12 budget setting process and will be approved at Council on 22 February 2011.
33. The final options appraisal for the delivery of a future management model will include a full financial appraisal.

Legal Implications

34. The proposal set out in this paper will be subject to various legislative provision and the legal risks to the Council and will be minimised as the project develops with the use of specific external legal advice where appropriate and effective monitoring and influence from legal services.

Options Considered

35. Two distinct options have been assessed in the development of this report:
 - (i) The Council retains responsibility for all operational estate.
 - (ii) The Council delivers the proposal set out in this report.
36. Option (i) has been discounted as broadly speaking the retention of all operational estate under the current arrangements does not provide a sustainable financial model for future service delivery. In addition option (i) does not allow the Council to reduce operational costs and it lessens the opportunities to deliver an innovative approach to the wider Big Society and decentralisation agendas.
37. Option (ii) has been identified as the most appropriate way forward as it offers a variety of benefits and opportunities to the council and local communities. Examples include paving the way for an innovative approach to decentralisation, improved tailor made services, full community influence, increased opportunities for volunteering, more partnership working, engagement with marginalised groups in the community and fewer restrictions than those placed on a local authority. In addition there are potential financial advantages for the community purpose vehicle and the capacity to attract external investment from sources not accessible to the council.

Conclusions

38. Cabinet are recommended to approve the proposals in this report for the reasons set out.

Mark Boden

Corporate Director, Department of Neighbourhood and Planning

Report Authors:

Mark Stone, Programme Director - ICT, Information Management and Workplace Transformation, Workplace Transformation Programme

Lucy Murray Brown, Campus & Operational Estate Management Lead, Workplace Transformation Programme

Date of report: 2 February 2011

Background Papers

The following unpublished documents have been relied on in the preparation of this report: None

Appendices

Appendix A Indicative community campus programme timeline

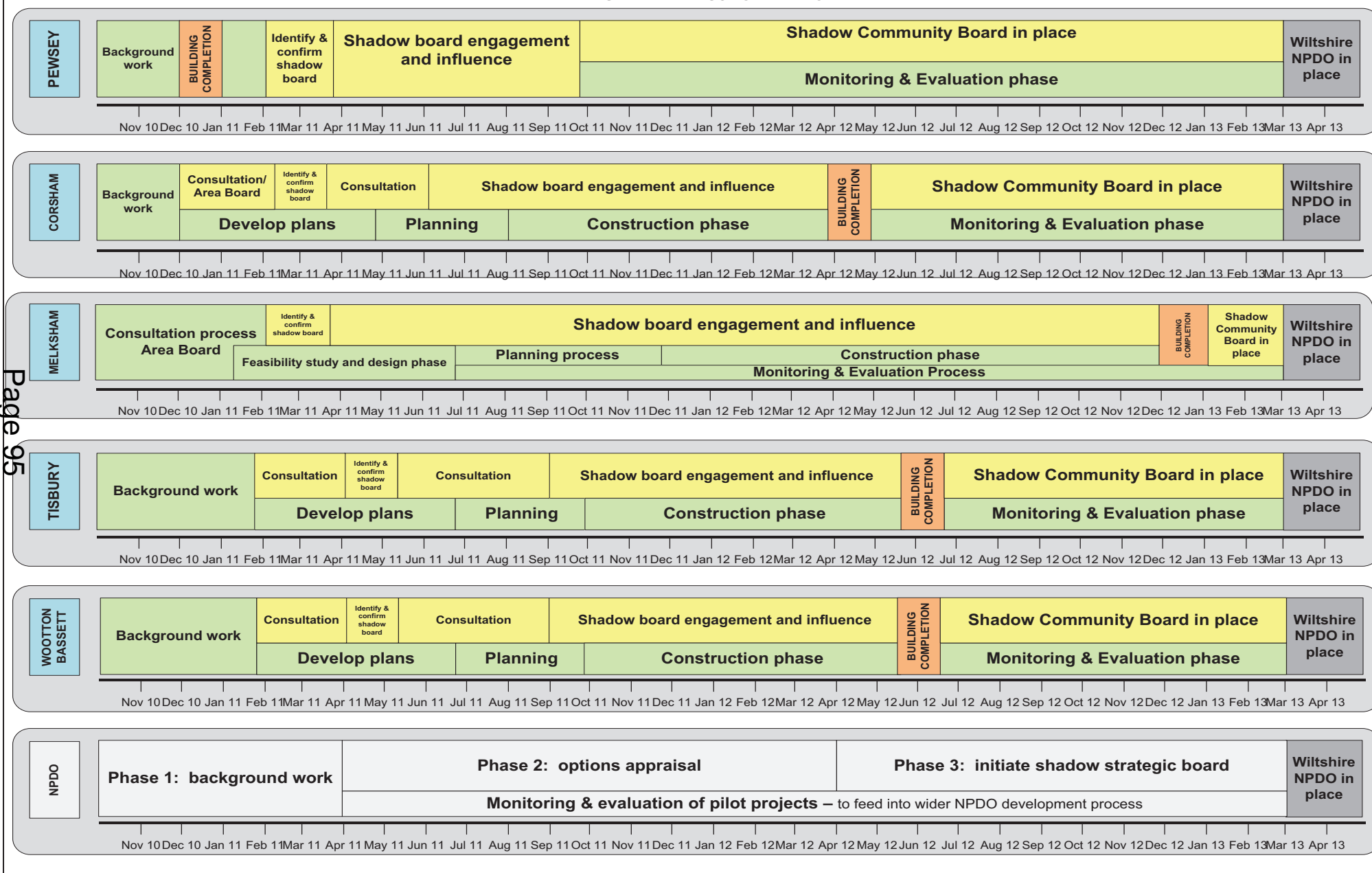
Appendix B Indicative pilot management scheme timeline

Appendix C Draft programme team structure

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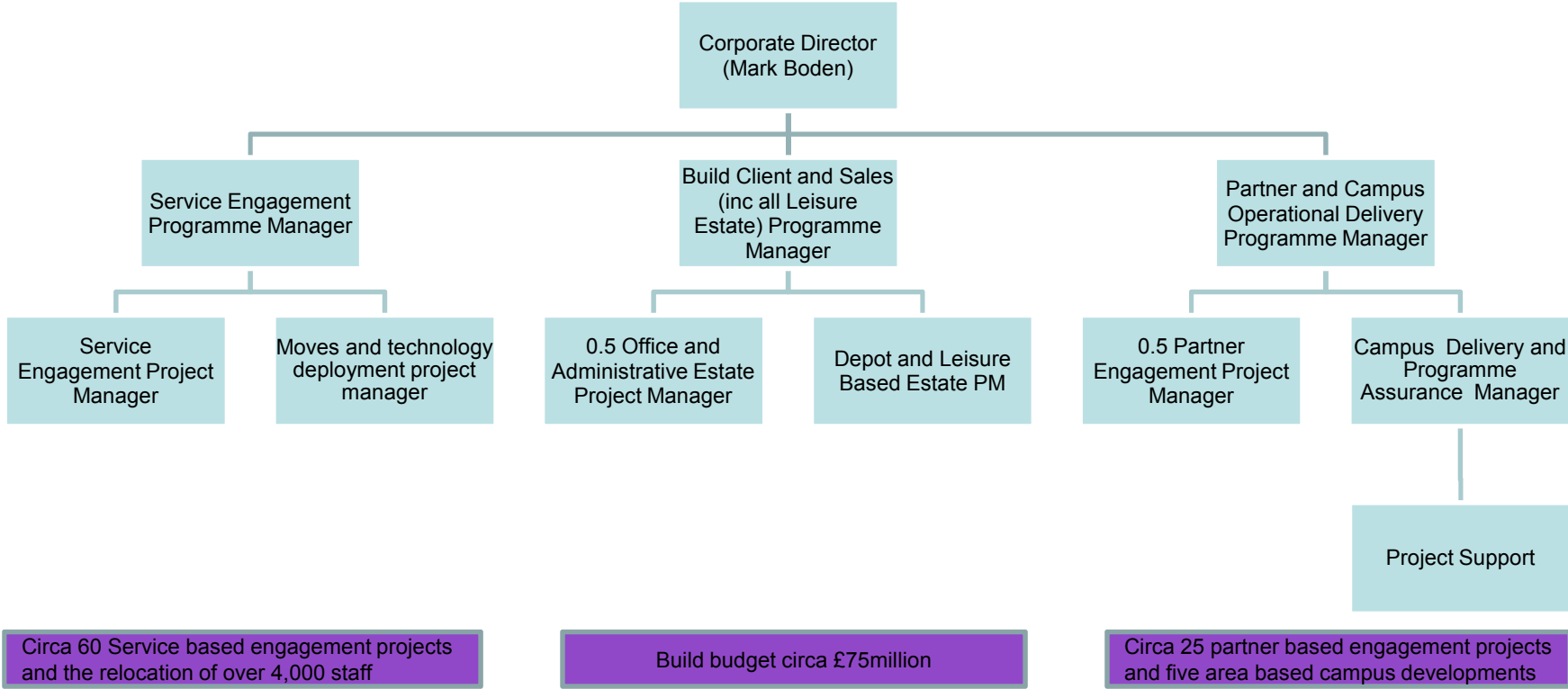
PRELIMINARY MANAGEMENT PROJECT - INDICATIVE TIMEFRAME



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Proposed Programme Team Structure

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Wiltshire Council

Cabinet

15 February 2011

Subject: Wiltshire Local Transport Plan 2011-2026

Cabinet Member: Councillor Dick Tonge – Highways and Transport

Key Decision: Yes

Executive Summary

The Local Transport Plan (LTP) is a statutory document. A new Wiltshire LTP (LTP3) has to be published by 31 March 2011.

The scale and scope of the LTP3 has been reduced in light of ongoing planning and funding uncertainties. Once clarity is restored, the remaining elements of the LTP3 are planned to be developed in 2011/12.

Public consultation on the draft LTP3 took place during October and November 2010.

The LTP3 is currently made up of the following elements:

- Strategy
- Implementation Plan
- Public Transport Strategy
- Road Safety Strategy
- Freight Strategy
- Car Parking Strategy (as approved by Cabinet at its meeting on 14 December 2010).

The LTP3 has been subject to a Strategic Environmental Assessment, Habitats Regulation Assessment and Equality Impact Assessment.

Proposals

That Cabinet:

- (i) approves the Wiltshire Local Transport Plan (LTP3) 2011 – 2026 and recommends adoption by the Council at its meeting on 22 February 2011.
- (ii) notes that further LTP3 theme strategies and area strategies, and an implementation plan for 2012/13 – 2014/15, are planned to be developed in 2011/12.

- (iii) Delegate authority to the Corporate Director for Neighbourhood and Planning in consultation with the Cabinet Member for Highways and Transport to finalise the document for publication by 31 March 2011.

Reason for Proposal

To ensure the timely publication of a statutory document.

Mark Boden
Corporate Director, Neighbourhood and Planning

Wiltshire Council

Cabinet

15 February 2011

Subject: Wiltshire Local Transport Plan 2011-2026

Cabinet Member: Councillor Dick Tonge – Highways and Transport

Key Decision: Yes

Purpose of Report

1. For Cabinet to approve the Wiltshire Local Transport Plan (LTP3) 2011-2026 for onward recommendation to Council on 22 February 2011.

Background

2. The 1998 White Paper, 'A New Deal for Transport: Better for Everyone', introduced the concept of LTPs to steer the implementation of national transport policies at the local level. The Transport Act 2000 then made it a statutory requirement for local transport authorities to produce LTPs. The current Wiltshire LTP runs from 2006/07 – 2020/11 (LTP2).
3. The Local Transport Act 2008 has provided local authorities with greater flexibilities in how they develop and review their LTPs. These flexibilities have been reflected in the Department for Transport's (DfT's) guidance (July 2009), key elements of which include that LTPs should:
 - be reviewed as required by the local transport authority and not necessarily every five years as with the first two LTPs;
 - include a long-term strategy and a shorter duration implementation plan;
 - be based on five national transport goals;
 - reflect a number of other plans and duties;
 - be subject to a number of statutory assessments (Strategic Environmental Assessment (SEA), Equality Impact Assessment (EqIA) and Habitats Regulation Assessment (HRA));
 - include consultation with statutory and other consultees; and
 - be developed in line with the process recommended by the Eddington Transport Study (2006).
4. The coalition government has reiterated the statutory duty of local transport authorities to publish their LTPs by 31 March 2011 in accordance with the DfT's guidance.

5. Following consultation on an LTP3 Issues Paper in early 2009, the Cabinet Member for Highways and Transport approved the LTP3's overall goals, strategic transport objectives and key challenges on 17 February 2010.
6. The draft Wiltshire LTP3 and supporting documents (available from <http://wiltshire.limehouse.co.uk/portal/ltp/ltp3>) were subject to consultation from 4 October to 26 November 2010. In response to the uncertainties created by the general election and subsequent planning and funding changes, the LTP3 Project Board took the pragmatic decision to reduce the scale and scope of the LTP3 by:
 - (i) only producing a one-year implementation plan;
 - (ii) not including the area transport strategies for Chippenham, Devizes, Salisbury and Trowbridge; and
 - (iii) reducing the number of theme strategies to four: car parking (approved by Cabinet at its meeting on 14 December 2010), freight, public transport and road safety.
7. It is recognised, however, that as the LTP3 will be used to support funding bids and make the case for third party investment, it needs to strike a balance between long-term aspirations and recognising the short-term planning and funding uncertainties and constraints.
8. Once clarity has been restored to the planning and funding picture, the Council will produce a three year implementation plan, area transport strategies for Chippenham, Devizes, Salisbury and Trowbridge, and the remaining theme strategies (accessibility, cycling, network management, powered two wheelers, smarter choices, transport asset management plan and walking). It is anticipated that all of these documents and the required statutory assessments will be subject to public consultation during 2011/12.
9. Officers have been preparing the final LTP3 in light of the consultation responses and other evidence to ensure that it meets the requirements of the DfT's guidance and helps support local objectives. The final stages of this work are still in progress. The main changes made to each section of the consultation draft LTP3 are detailed in **Appendix 1**.
10. A draft of the final Wiltshire LTP 2011 – 2026 is available on the Council's website.

Main Considerations for the Council

Structure of the Wiltshire LTP3

11. The strategy part of the LTP3 covers the period 2011/12 – 2025/26 to tie in with the community plan and emerging local development framework (LDF) core strategy. Reviews of the LTP3 strategy would then generally be undertaken to coincide with reviews of the LDF core strategy.

12. An implementation plan has been developed for 2011/12. Following this, it is intended that rolling implementation plans of three years duration would be developed up to 2025/26. There will also be the need to develop transport infrastructure plans associated with the development growth proposed as part of the LDF core strategy.
13. Supplementary strategies are included on freight, public transport, road safety and car parking (the latter was approved by Cabinet at its meeting on 14 December 2010). As stated in paragraph 8, other theme strategies and area strategies are scheduled to be developed in 2011/12.
14. The following sections provide a brief summary of the LTP3 strategy, implementation plan and freight, public transport and road safety strategies.

Strategy

Chapter 1 - Introduction

15. This sets out the wider role of transport, the role and format of the LTP3, outlines the DfT's guidance and highlights the current planning and funding realities that have impacted on the development of all LTPs.

Chapter 2 – Wider Context

16. Transport, perhaps more than any other policy field, needs to be 'joined up' with wider economic, social and environmental objectives. To this end, the LTP3 has been developed within the context provided by a number of European, national, local, community and corporate policy documents.

Chapter 3 – Challenges and Opportunities

17. This chapter gives an overview of transport in Wiltshire before outlining the key challenges and opportunities related to each of the national transport goals (a summary is provided in Table 3.1 in the LTP3 Strategy document). As stated in paragraph 5, the Cabinet Member for Highways and Transport approved the key LTP3 challenges in February 2010.

Chapter 4 - Consultation

18. The consultation programme used to inform the development of the LTP3 is shown in Table 1 below. An initial and general analysis of the responses to the consultation on the draft LTP3 was provided in the report presented to the Environment Select Committee meeting on 11 January 2011 (see **Appendix 2**). At this meeting it was resolved to hold a one-off Rapid Scrutiny Exercise to review the final draft LTP3 document prior to its consideration by Cabinet. The recommendations coming out of the Rapid Scrutiny Exercise have been considered by officers with the main changes being identified in **Appendix 1**.

Table 1 – LTP3 consultation programme

Period	Consultation
Ongoing	Meetings with GOSW, neighbouring authorities and others
March - May 2009	Issues Paper consultation
October 2009 - January 2010	Consultation on SEA and EqlA Scoping Reports
November - December 2009	Joint LDF/LTP3 Area Boards consultation (not Salisbury, South West Wiltshire, Southern Wiltshire and Amesbury)
February 2010	Cabinet Member report on development of LTP3
July - September 2010	Consultation on draft LTP3 Car Parking Strategy
September 2010	Presentation on draft LTP3 to Wiltshire Transport Alliance
September - November 2010	Feedback to Area Boards on car parking strategy consultation
October - November 2010	Consultation on draft LTP3 (including SEA, EqlA and HRA)
January 2011	Report and presentation to Environment Select Committee
January 2011	Presentation on final LTP3 to Wiltshire Transport Alliance

Chapter 5 – Overall Strategy

19. The government requires that all transport authorities should develop, maintain and review a transport strategy which sets-out long-term goals, objectives and approaches.
20. The following process (based on the process recommended by the Eddington Transport Study) has been followed in developing Wiltshire's transport strategy to 2026:
 - (i) Set goals and objectives.
 - (ii) Identify challenges and opportunities.
 - (iii) Generate transport options to meet the goals and objectives, resolve the challenges and build on any opportunities.
 - (iv) Appraise the options against the goals and objectives, and deliverability factors (i.e. can it be built, can it be afforded, etc).
 - (v) Select the preferred transport options.
 - (vi) Determine the investment priorities.
21. The DfT's guidance sets out five national transport goals which local transport authorities are expected to consider as the over-arching priorities for their LTPs - the definition of these goals is provided in Table 5.1 of the LTP3 Strategy document. Subsequently, the coalition government has highlighted the overarching priorities of helping the economy grow and tacking carbon

emissions, while not neglecting other important priorities including road safety, affordability, accessibility and people’s health and wellbeing.

22. The DfT also expects local transport authorities to assess the relative importance of the national goals to their area. The priorities the Council has agreed (as per the Cabinet Member for Highways and Transport decision dated 17 February 2010) are set out in Table 2 below. It is important to note that many of the transport measures the Council and its partners may pursue will positively impact on all the goals. In establishing these priorities, it is considered that they are a good match to the transport priorities identified by the coalition government.

Table 2 – Goal priorities

Goal	Priority
Support economic growth	Most important
Reduce carbon emissions	Most important
Contribute to better safety, security and health	Important
Promote equality of opportunity	Least important
Improve quality of life and promote a healthy natural environment	Important

23. A number of local strategic transport objectives have been developed to sit underneath the goals to more clearly reflect local circumstances (see Table 3 below). These objectives derive from and relate to the analysis of challenges and opportunities, the national transport goals and the community plan objectives. As stated in paragraph 5, the Cabinet Member for Highways and Transport approved these objectives in February 2010.

Table 3 – Strategic transport objectives

Ref.	Strategic objective
SO1	To support and help improve the vitality, viability and resilience of Wiltshire’s economy and market towns.
SO2	To provide, support and/or promote a choice of sustainable transport alternatives including walking, cycling, buses and rail.
SO3	To reduce the impact of traffic on people’s quality of life and Wiltshire’s built and natural environment.
SO4	To minimise traffic delays and disruption and improve journey time reliability on key routes.
SO5	To improve sustainable access to a full range of opportunities particularly for those people without access to a car.
SO6	To make the best use of the existing infrastructure through effective design, management and maintenance.
SO7	To enhance Wiltshire’s public realm and streetscene.
SO8	To improve safety for all road users and to reduce the number of casualties on Wiltshire’s roads.

SO9	To reduce the impact of traffic speeds in towns and villages.
SO10	To encourage the efficient and sustainable distribution of freight in Wiltshire.
SO11	To reduce the level of air pollutant and climate change emissions from transport.
SO12	To support planned growth in Wiltshire and ensure that new developments adequately provide for their sustainable transport requirements and mitigate their traffic impacts.
SO13	To reduce the need to travel, particularly by private car.
SO14	To promote travel modes that are beneficial to health.
SO15	To reduce barriers to transport and access for people with disabilities and mobility impairment.
SO16	To improve the resilience of the transport system to impacts such as adverse weather, climate change and peak oil.
SO17	To improve sustainable access to Wiltshire's countryside and provide a more useable public rights of way network.
SO18	To enhance the journey experience of transport users.

24. A number of strategic transport options were generated that could potentially help to meet the LTP3 goals and objectives, and in doing so, resolve the identified challenges. These were then assessed through a three stage appraisal process.
25. The outputs of the above options appraisal process, together with consideration of the SEA and EqIA findings and consultation responses, have been used in the development of the council's preferred strategic transport options.
26. As there are never enough resources to implement all the transport measures that are required, investment needs to be prioritised in order to achieve the best value for money outcomes. The overriding investment priority is for the Council to meet its statutory requirements. This is followed by the pragmatic investment priority to maintain and make best use of Wiltshire's existing transport infrastructure. Investment which is more aimed at achieving the LTP3's vision will be determined in relation to the investment priorities set out in Table 5.6 of the LTP3 Strategy document.

Chapter 6 – Approaches to Goals

27. As a strategy document, the LTP3 does not contain comprehensive details of individual schemes but rather sets out the Council's approach to the five national transport goals:
 - Support economic growth
 - Network management and maintenance
 - Supporting planned growth
 - Demand management
 - Freight management

- Reduce carbon emissions
 - Climate change
 - Public transport
 - Smarter choices
 - Air quality
- Contribute to better safety, security and health
 - Road safety
 - Active travel
 - School travel
- Promote equality of opportunity
 - Accessibility planning
 - Reducing barriers
- Improve quality of life and a healthy natural environment
 - Access to Wiltshire's countryside
 - The natural environment
 - Noise
 - Public Realm and Streetscene improvements.

Implementation Plan

28. In order to deliver the LTP3 strategy and achieve its stated goals, it is important to develop an implementation plan that defines an appropriate programme of work and sets out the management systems that will be used to monitor its success.
29. Following the receipt of the DfT's local transport settlement letter on 13 December 2010, the programme for 2011/12 is currently being developed for approval by the Cabinet Member for Highways and Transport.
30. A number of indicators have been proposed to measure progress against each of the strategic transport objectives. However, targets have generally not been set at this stage. Appropriate targets and/or the use of a RAG based system will be considered as part of the further development of the implementation plan in 2011/12.

Freight Strategy

31. The freight strategy is built around the following key measures:
 - (i) Freight routing – promotion of advisory freight routes including the development of access routes.
 - (ii) Freight management – the use of an assessment mechanism and hierarchy of responses to deal with local lorry issues.
 - (iii) Freight parking – the identification of adequate parking and stopping facilities.

- (iv) Freight information – providing information and raising awareness through a variety of measures (e.g. signs, mapping and dedicated web portal)
 - (v) Freight consolidation – liaison with businesses and freight operators to explore opportunities for shared deliveries.
 - (vi) Rail freight – encouraging the modal shift of freight on to rail.
32. The freight strategy will be progressed in associated with the Wiltshire and Swindon Freight Quality Partnership.

Public Transport Strategy

33. The public transport strategy has been developed in light of the findings of a fundamental review of passenger transport policy and provision carried out in 2009/10. The context for this review was the significant challenges now faced by the Council and in particular, the tension between increasing demands, rising costs and diminishing funding.
34. The long-term public transport strategy focuses on making best use of resources, working in partnership, and setting in place procedures that will allow decisions on what services should be supported to be made in the light of availability of funding.
35. The public transport delivery plan sets out the actions that will be taken to progress the long-term strategy. This includes an action to produce a community transport development strategy to expand the role played by community and voluntary transport in meeting local transport needs.
36. The priorities and criteria used by the Council to guide spending on non-commercial bus services have been reviewed to make sure they are aligned to local objectives, and to allow services to be prioritised more robustly according to the functions they perform and their value for money.

Road Safety Strategy

37. The Council works closely with its road safety partners in the Wiltshire and Swindon Road Safety Partnership to maximise the effectiveness of resources committed to promote, educate and improve road safety and reduce casualties across the county.
38. The road safety strategy is fundamentally based on the proven approach of the 3E's: education, enforcement and engineering as identified in the Audit Commission report 'Changing Lanes' (2007):
- **Education** – road safety education, training and publicity covers a range of transport modes from motorised vehicles to sustainable modes such as walking and cycling. Vulnerable groups are offered road safety education programmes targeted to their particular needs.

- **Enforcement** – the speed management strategy, which includes the Community Speed Watch initiative, assigns a level of intervention based on evidence of speeding and collision history.
- **Engineering** - the resources available for collision reduction, local safety schemes, which involve engineering measures are targeted at the sites identified through the speed management strategy as having a speed and collision problem.

Car Parking Strategy

39. A draft car parking strategy was subject to public consultation during the summer and following feedback to all the Area Boards was considered and approved by Cabinet at its meeting on 14 December 2010.

Environmental and Climate Change Considerations

40. The LTP3 is subject to a Strategic Environmental Assessment (SEA) as part of its development. The SEA Environmental Report was subject to public consultation from 4 October to 26 November 2010.
41. Table 5 below provides summary details on the performance of the draft LTP3 against each SEA topic (further details are provided in Appendix D of the SEA Environmental Report available from <http://wiltshire.limehouse.co.uk/portal/ltp/ltp3>).

Table 5 Summary of Strategic Environmental Assessment

SEA Topic	Summary
Biodiversity	No significant positive or negative effect
Land, soil and water resources	No significant positive or negative effect
Air quality and environmental pollution	No significant positive or negative effect
Climatic factors	No significant positive or negative effect
Historic environment	No significant positive or negative effect
Landscapes (and townscapes)	No significant positive or negative effect
Population	No significant positive or negative effect
Healthy communities	Significant positive effect
Inclusive communities	Significant positive effect
Transport	Minor positive effect
Economy and enterprise	Significant positive effect

42. Currently, carbon emissions from road transport sources account for approximately 27% of the overall total for the county, with the Wiltshire Environmental Alliance tasked with achieving a reduction. There are also a number of cross-cutting issues that have the potential to affect the level of carbon emissions from the transport sector. To successfully achieve the LTP3 goal of reducing carbon emissions, a mixture of measures will need to be considered and implemented in liaison with the Council's ECO team.

43. The comments made by the statutory consultees and others on the SEA Environmental Report have been considered by officers in the development of the draft final LTP3.
44. The LTP3 is also subject to a Habitats Regulation Assessment (HRA) as part of its development. The HRA Screening report was undertaken by consultants ENVIRON in consultation with Natural England (available from <http://wiltshire.limehouse.co.uk/portal/ltp/ltp3>). Following further liaison by the Council's County Ecologist with Natural England, the revised summary of the screening conclusions is as follows:

Table 6 Conclusions of Habitats Regulation Assessment

Site name	Likely significant effect?	Likely in-combination effect?	What appropriate and sufficient mitigation is available that would remove the likely significant effect?
Salisbury Plan SPA	x	x	Not required
New Forest SPA	x	x	Not required
Bath and Bradford on Avon Bats SAC	✓	✓	Lighting constraints to be agreed in consultation with Natural England
Kennet and Lambourn floodplain SAC	✓	✓	A robust construction method statement for all roadworks within the possible zone of impact, approved by the Council's County Ecologist
River Lambourn SAC	x	x	Not required
North Meadow and Clattinger Farm SAC	x	x	Not required
River Avon SAC	✓	✓	A robust construction method statement for all roadworks within the possible zone of impact, approved by the Council's County Ecologist

Equalities Impact of the Proposal

45. The draft LTP3 was subject to an Equalities Impact Assessment (EqIA) as part of its development. The EqIA was subject to public consultation from 4 October to 26 November 2010.
46. The summary findings of the EQIA (available from <http://wiltshire.limehouse.co.uk/portal/ltp/ltp3>) included the following:

Table 7 Summary of Equality Impact Assessment

LTP3 Section	EqIA Assessment
Strategy	The strategic transport options were assessed as having between a negligible and a major beneficial effect on issues of equality.
Freight Strategy	The strategy does not impact adversely on any particular equality groups. However, there are negative

	<p>impacts of the strategy on local freight businesses and communities that are located on the advisory freight route. Mitigation is provided through the promotion of the advisory freight network and the provision of parking areas.</p>
Public Transport Strategy	<p>A key aim of the strategy is to improve options for accessibility for all members of the community. Therefore, the overall impact on equality issues should be positive.</p> <p>The specific needs of different groups have been identified through consultation and the strategy looks to address these by, for example, maintaining an adequate coverage and frequency of public transport service and encouraging the introduction of low floor buses.</p> <p>Providing services and improvements that meet the needs of all users is restricted by financial resources and the rural nature of the county. The strategy seeks to mitigate this situation by supporting the development of community and voluntary transport services.</p>
Road Safety Strategy	<p>The strategy is informed by an ongoing evidence base of data and consultation with relevant equality groups.</p> <p>Education and enforcement schemes are inclusive of all equality groups, and engineering schemes are DDA compliant. In addition, issues of equality and diversity are also considered as part of the statutory processes for any procurement procedures undertaken relating to the strategy.</p>

47. Details of the EqlA assessment on the car parking strategy were included in the report to Cabinet at its meeting on 14 December 2010.
48. The comments made by consultees and others on the EqlA have been considered by officers in the development of the draft final LTP3.

Risk Assessment

49. A risk register has been set-up to inform the LTP3 Project Board. In addition, the risk 'Failure to deliver the LTP3 on time and at the required quality' has been added to the Council's corporate risk register.

Financial Implications

50. The primary funding sources to support the LTP are now:
- Block funding for highways maintenance (capital)
 - Block funding for small (integrated) transport improvement schemes (capital)
 - Major scheme funding (capital)
 - Local sustainable transport fund (capital and revenue)
 - Wiltshire Council capital and revenue funding
 - Regional growth fund
 - Developer contributions
 - Other third party contributions.
51. The DfT has allocated the Council the following integrated transport block and highways maintenance allocations:

Table 8 Capital funding allocations

	2011/12 (£000s)	2012/13 (£000s)	2013/14 (£000s)	2014/15 (£000s)
Maintenance	14,431	13,813	13,020	12,262
Integrated	2,501	2,668	2,668	3,752
Total	16,932	16,481	15,688	16,014

52. These allocations are calculated through a needs-based formula and are final allocations for 2011/12 and 2012/13, and indicative allocations for 2013/14 and 2014/15. Significantly, these allocations are now provided as grant.
53. Details of the local sustainable transport fund were recently released in January. A decision on a bid will need to be made in due course and will be required to be submitted in the spring of 2011.

Legal Implications

54. The publication of a new LTP by 31 March 2011 is a statutory requirement. Failure to approve and publish the LTP3 by this date would risk not meeting the requirement set out in the Transport Act 2000 as amended by the Local Transport Act 2008.

Options Considered

55. The LTP3 needs to be developed in line with the DfT's guidance which advises local transport authorities to follow the process recommended by Eddington (see paragraph 20).

Conclusions

56. The LTP3 is a key policy document that should influence many areas of the Council's business.
57. As presented in this report, development of Wiltshire's third LTP has been the result of a lengthy exercise, involving wide ranging consultation, and a careful reflection on the economic, environmental and social factors that are distinctive to the county.
58. The preceding sections illustrate the many factors that have to be considered in order to achieve a balanced and coherent strategy, made all the more complex due to the uncertainties with spatial planning and national funding allocations.
59. In summary, whilst road safety, social exclusion and health will remain areas where we will look for continued improvement, enabling economic recovery and reducing carbon emissions emerge as the headline priorities.

Mark Boden
Corporate Director, Neighbourhood and Planning

Report Author:

Robert Murphy, Principal Transport Planner – Transport Policy, (01225) 713458

Date of report: January 2011

Background Papers:

The following unpublished documents have been relied on in the preparation of this Report: None

Appendices

Appendix 1 – Main changes made to consultation draft LTP3.

Appendix 2 – Report to Environment Select Committee meeting 11 January 2011.

Due to the size of the Local Transport Plan and related Strategies, the documents have been provided to Cabinet members only and available on the Council's website on the following link. Hard copies are available on request from Democratic Services on 01225 713018 or by emailing committees@wiltshire.gov.uk

<http://cms.wiltshire.gov.uk/ieListDocuments.aspx?CId=141&MId=512&Ver=4>

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Main suggested changes from draft LTP3

LTP3 Section	Suggested Change	Reason for Change
Foreword	<p>While acknowledging short to medium term difficulties, the LTP3 also needs to help achieve the long-term aspirations of a low carbon transport system in 2026.</p> <p>The Council should do more to engage the help of local communities as part of the 'big society' and 'localism' agendas.</p>	<p>Comment from Campaign for Better Transport, Duncan Hames MP and Environment Select Committee.</p> <p>Comment from Transition Community Corsham and Corsham Civic Society.</p>
Executive Summary	<p>Reduce in length.</p> <p>Update to reflect changes in main documents.</p>	Comment from David Feather.
1. Introduction	<p>Include details of theme strategies planned to be developed in 2011/12.</p> <p>Include outputs of comprehensive housing requirements review and details of Government funding streams in 'Current realities' section.</p> <p>Include a diagram which outlines the linkages and timelines of the LTP3 documents.</p>	<p>Comment from Etchilhampton Parish Council.</p> <p>To ensure the LTP3 is up-to-date.</p> <p>Comment from Environment Select Committee rapid scrutiny exercise.</p>
2. Wider Context	<p>Include brief details of recent White Paper 'Creating Growth, Cutting Carbon'.</p> <p>Remove references to regional context.</p>	<p>To ensure LTP3 is up-to-date</p> <p>To reflect changes by coalition government.</p>

LTP3 Section	Suggested Change	Reason for Change
	<p>Add section on minerals and waste policy documents.</p> <p>Update position on Local Enterprise Partnership proposal.</p> <p>Include reference to Stonehenge/Avebury World Heritage Site.</p> <p>Include reference to New Forest National Park Authority Local Development Framework which extends into Wiltshire.</p> <p>Update references to Wiltshire Community Plan.</p> <p>Where realistic, incorporate community area ambitions into LTP.</p>	<p>To reflect important linkages between the LTP and minerals and waste policy.</p> <p>To ensure LTP3 is up-to-date.</p> <p>Comment from South West Tourism and Avebury World Heritage Site.</p> <p>Comment from New Forest National Park Authority.</p> <p>To reflect adopted plan and comment from Campaign for Better Transport.</p> <p>Comment from Environment Select Committee rapid scrutiny exercise.</p>
3. Challenges and Opportunities	<p>Include reference to towpaths as an opportunity for cycle networks.</p> <p>Include reference to high costs of rail travel.</p> <p>Need references to more detailed data – key documents listed.</p>	<p>Comment from Mr Ken Oliver.</p> <p>Comment from Andrew Hungerford.</p> <p>Comments from Campaign for Better Transport.</p>

LTP3 Section	Suggested Change	Reason for Change
	<p>Include importance of car-free travel for international travel and importance of tourist features as attraction.</p> <p>Clarify position on sustainable drainage.</p> <p>Update information on AQMAs – Marlborough added.</p> <p>Add to opportunities the potential to promote community-led schemes to reduce social exclusion. Clarify text on opportunities to improve streetscene.</p>	<p>Comments from South West Toursim.</p> <p>Comments from the Environment Agency.</p> <p>Comment from local councillor.</p> <p>Comments from a number of consultees.</p>
4. Consultation	Added references to car parking strategy consultation and LTP3 public consultation and workshops.	To ensure LTP3 is up-to-date.
5. Overall Strategy	<p>Include vision statement for 2026.</p> <p>Update relationship ratings (Table 5.3) to reflect objectives of new community plan.</p> <p>Amend strategic objective SO17 to say “To improve sustainable access to...”.</p>	<p>Comments from Environment Select Committee and a number of consultees.</p> <p>To ensure LTP3 is up-to-date.</p> <p>Suggested mitigation identified in Strategic Environmental Assessment.</p>

LTP3 Section	Suggested Change	Reason for Change
	<p>Theme of 'big society' and 'localism' needs to support all strategies (reference to encouraging and supporting local communities added).</p> <p>The preferred strategic option on cycle networks should include cycle links between market towns.</p> <p>Add bus option to public transport part of preferred options section.</p> <p>Set-out that Table 5.6 shows generalised and countywide nature of investment priorities, and highlight that priorities may be different in larger towns and for bidding processes.</p> <p>Increase investment priority allocated to freight management.</p>	<p>Comment from Mrs K Freeman and comments made at stakeholder workshops.</p> <p>Comments from a number of consultees.</p> <p>To reflect Public Transport Strategy.</p> <p>To clarify position on investment priorities.</p> <p>Comments made at stakeholder workshops.</p>
6. Approaches to Goals	<p>Incorporate the Rights of Way Improvement Plan into the LTP3.</p> <p>Clarify that there are other ways to consider and enhance biodiversity than just maintenance procedures.</p> <p>Include an indication that the Transport Asset Management Plan will address the issue of non-native invasive plants wherever possible.</p>	<p>Comment from the New Forest National Park Authority.</p> <p>Comment from Natural England.</p> <p>Comment from Wiltshire Council's Strategic Landscape Team.</p>

LTP3 Section	Suggested Change	Reason for Change
	<p>Provide information on Habitats Regulation (Screening) Assessment.</p> <p>Provide more details on the Council's approach to design issues (e.g. traffic management, street clutter, lighting, etc) in historic environments and the mechanism to take forward the principles of the Salisbury Public Realm Strategy.</p> <p>Should be recognition of the Bradford-on-Avon Historic Core Zone project and its relevance to other historic towns in Wiltshire.</p>	<p>To reflect discussions with Natural England.</p> <p>Comment from English Heritage.</p> <p>Comments from English Heritage, Bradford-on-Avon Town Council and Preservation Trust.</p>
Appendices	<p>Add glossary.</p> <p>Add principal statutory duties.</p>	<p>Comments from a number of consultees.</p> <p>Comments from a number of consultees.</p>
Implementation Plan	<p>That town centre based integrated transport strategies are developed to provide a framework for sustainable economic growth and incorporate the Visions (and the emerging Core Strategy) in developing masterplans for these towns. This requires that funding and implementation of this work is prioritised for the very near future.</p> <p>Remove references to targets at this stage and strengthen intent to make available data for informed decisions.</p>	<p>The Implementation Plan should make financial provision for the development of transport strategies for the towns that will accommodate large amounts of future growth and for which visions have been developed.</p> <p>Reduction and changes to central government target setting; comments from Campaign for Better Transport and others; improved local partnership working.</p>

LTP3 Section	Suggested Change	Reason for Change
Freight Strategy	<p>Include reference to Avonmouth deep sea container port and its anticipated influence on traffic within Wiltshire.</p> <p>Ensure the Freight Assessment and Priority Mechanism includes reference to use of Access routes in its review of wider issues.</p> <p>Include evidence of partnership working (e.g. South West Freight Forum) and neighbouring authority liaison.</p> <p>Addition of Quidhampton Quarry as a possibility for future rail freight use.</p> <p>Addition of explanation text and diagram with regards to the freight intervention levels.</p> <p>Addition of text explaining linkages with development control.</p> <p>Addition of explanatory text and policy boxes to reinforce linkages with relevant Minerals and Waste policies.</p>	<p>Comment from Limpley Stoke Parish Council.</p> <p>Comment from Cllr Gamble.</p> <p>Comment from West Berkshire Council.</p> <p>Comment from IMERYS.</p> <p>Comment from Environment Select Committee rapid scrutiny exercise.</p> <p>Comment from Environment Select Committee rapid scrutiny exercise.</p> <p>Comment from Environment Select Committee rapid scrutiny exercise.</p>
Public Transport Strategy	Change contribution of strategy towards reducing carbon emissions from 'limited' to 'important'.	To reflect objectives 11 and 13 in Wiltshire Community Plan.

LTP3 Section	Suggested Change	Reason for Change
	<p>Add brief statement to long term strategy section setting out Council's vision for public transport in 2026.</p> <p>Clarify that long term strategy statements about developer funding apply to rail as well as bus.</p> <p>Add to long term strategy encouragement to operators to adopt vehicles with low emissions and using energy from renewable sources; in Delivery Plan refer to seeking in the short term to assist where can do so within available funding or using external funding opportunities, but recognising that the first priority during a period of funding constraint will be to protect existing levels of public transport service provision.</p> <p>Strengthen reference to working with others (including neighbouring authorities) to influence the provision of improved rail services and facilities, and including mention of specific improvements such as the Swindon – Melksham – Westbury service, reopening Corsham station, and improving services and capacity from western Wiltshire into the Bristol conurbation .</p>	<p>Comments from Corsham Civic Society and several others that strategy lacks a vision for the future.</p> <p>Comment from Trans Wilts CRP.</p> <p>Comment from Climate Friendly BoA and several others; to strengthen link to strategic objectives.</p> <p>Comment from Duncan Hames MP, Trans Wilts CRP, Travel Watch SW, Network Rail and several others; also to reflect the high priority given to rail issues by the stakeholder workshops.</p>

LTP3 Section	Suggested Change	Reason for Change
	<p>Add to long term strategy support for bus / rail integration, including for example at Salisbury rail station.</p> <p>Add to long term strategy consideration of options to provide brokerage for passenger transport services on behalf of other agencies.</p> <p>Redraft Delivery Plan section on buses to improve ease of understanding, emphasise the processes within the network review for defining the strategic bus network and reviewing local area services, and explain how the bus service funding priorities and criteria will be applied.</p> <p>Emphasise that area reviews of local services will include consideration of alternatives (demand responsive transport, community transport, taxis, car sharing etc.) where these may be more cost effective; and will include Area Boards and local communities in identifying local needs and service priorities.</p> <p>Amend hierarchy of bus services to remove reference to commercial operation in definition of strategic network services, to link definitions of local services in towns to bringing majority of population to within 400m of a regular service, and introduce higher minimum service level (3 return</p>	<p>Comment from Idmiston Parish Council and several others; also to reflect high priority given to rail issues by the stakeholder workshops.</p> <p>Omitted from original draft.</p> <p>General comment that the sections on network review and support guidelines in particular are difficult to understand.</p> <p>Comment from Kate Freeman, Tim Martiensen, Malmesbury Town Council and others; and to reflect comments in Equality Impact Assessment.</p> <p>Comment from Robert Smith; to provide a more needs – based definition; to reflect proposed designation of some rural settlements as Local Service Centres in the Wiltshire Core Strategy.</p>

LTP3 Section	Suggested Change	Reason for Change
	<p>journeys per day including journey to work) for rural services that link a Local Service Centre to the strategic network.</p> <p>Confirm that the strategic network refers to bus services only, but that it will take account of rail services; and that the network review will consider opportunities to improve bus/rail integration where feasible.</p> <p>Various amendments to priorities for bus service funding (Appendix 1) including;</p> <ul style="list-style-type: none"> • High priority to a higher than daily level of weekday service (including journey to work) for rural settlements defined as 'local service centres' in the Council's settlement hierarchy • Providing more than an hourly daytime service on strategic network or primary town services moved from 'do not normally fund' to 'low priority' • Providing evening and Sunday services on routes where is a less than hourly daytime service moved from 'do not normally fund' to 'consider on individual merits where support specific local objectives' <p>(all still subject to value for money and availability of funding).</p>	<p>To clarify the position following comment from Trans Wilts CRP.</p> <p>Comments from strategic planning team, Stagecoach West, First Bus, Campaign for Better Transport and several others; and to reflect changes to the hierarchy of services (above).</p>

LTP3 Section	Suggested Change	Reason for Change
	<p>In section on encouraging commercial bus services, add reference to recognising the need to ensure that operators are fairly reimbursed for taking part in the OAP free travel scheme.</p> <p>Emphasise opportunity in section on community and voluntary transport to harness 'Big Society' agenda to empower communities to find their own solutions to local transport and access needs, and provide 'safety net' where is no other public transport .</p> <p>Include the option (in the guidelines for council-funded services, appendix 1) for the Council to consider funding rail services 'on their individual merits' where they make an important contribution to achieving LTP objectives and cannot be funded from other sources'.</p> <p>Amend references to allowing free travel to OAPs before 0930 to reflect forthcoming consultation</p> <p>In Delivery Plan section on Information & Marketing, restate importance of ensuring provision of good information, and add reference to seeking to involve local communities in promoting services, for example through development of pilot</p>	<p>Comment from Stagecoach West.</p> <p>Comment from various respondents and the stakeholder workshops that should explore alternatives to bus services; comment in Equality Impact Assessment about promoting community and voluntary transport to reduce social isolation.</p> <p>Comment from Trans Wilts CRP.</p> <p>To reflect decision to consult on withdrawing free travel before 0930 as a way of releasing funding to protect transport services.</p> <p>Comment from Kate Freeman.</p>

LTP3 Section	Suggested Change	Reason for Change
	<p>Bus Community Partnerships.</p> <p>Re-opening Wootton Bassett station added to the list of rail improvements mentioned in the long term strategy as examples of those that the Council will support.</p> <p>Section on the bus network review amended to make it clear that the Council will consult Area Boards etc., but will decide centrally which services to commission.</p>	<p>Comment from Environment Select Committee rapid scrutiny exercise.</p> <p>Comment from Environment Select Committee rapid scrutiny exercise.</p>
Road Safety Strategy	<p>Reflect work undertaken at Area Board level to promote road safety.</p> <p>Include reference to improved road surfaces for the benefit of cycling.</p>	<p>Comment from Environment Select Committee rapid scrutiny exercise.</p> <p>Comment from Environment Select Committee rapid scrutiny exercise. Also reflects comments from a number of consultees that vulnerable users should be prioritised.</p>

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Wiltshire Council

Environment Select Committee

11 January 2011

Wiltshire Local Transport Plan 2011 - 2026

Executive Summary

The Council has a statutory duty to produce a new Local Transport Plan by 31 March 2011.

The draft Wiltshire Local Transport Plan 2011 – 2026 was subject to consultation during October and November 2010.

This report provides an initial and general analysis of the consultation responses.

Proposal

That the Committee:

Provides comments on the draft Wiltshire Local Transport Plan 2011 – 2026 and consultation responses.

Reason for Proposal

To enable the views of the Environment Select Committee to be taken into account prior to consideration of the Wiltshire Local Transport Plan 2011 – 2026 by Cabinet and full Council on the 15 February and 22 February 2011 respectively.

MARK BODEN
Corporate Director
Department of Neighbourhood and Planning

Wiltshire Local Transport Plan 2011 - 2026

Purpose of Report

1. To enable the Committee to comment on the draft Wiltshire Local Transport Plan 2011 – 2026 (LTP3) and consultation responses prior to consideration by Cabinet and full Council on the 15 February and 22 February 2011 respectively.

Background

2. The 1998 White Paper, 'A New Deal for Transport: Better for Everyone', introduced the concept of LTPs to steer the implementation of national transport policies at the local level. The Transport Act 2000 then made it a statutory requirement for local transport authorities to produce LTPs. The current Wiltshire LTP runs from 2006/07 – 2020/11 (LTP2).
3. The Local Transport Act 2008 has provided local authorities with greater flexibilities in how they develop and review their LTPs. These flexibilities have been reflected in the Department for Transport's (DfT's) guidance (July 2009), key elements of which include that LTPs should:
 - be reviewed as required by the local transport authority and not necessarily every five years as with the first two LTPs;
 - include a long-term strategy and a shorter duration implementation plan;
 - be based on five national transport goals;
 - reflect a number of other plans and duties;
 - be subject to a number of statutory assessments;
 - include consultation with statutory and other consultees; and
 - be developed in line with the process recommended by the Eddington Transport Study (2006).
4. The coalition government has reiterated the statutory duty of local transport authorities to publish their LTPs by 31 March 2011 in accordance with the DfT's guidance.
5. Following consultation on an LTP3 Issues Paper in early 2009, the Cabinet Member for Highways and Transport agreed the LTP3's overall goals, strategic transport objectives and key challenges on 17 February 2010.
6. The draft Wiltshire LTP3 (available from <http://wiltshire.limehouse.co.uk/portal/ltp/ltp3>) was subject to consultation from 4 October to 26 November 2010. In response to the uncertainties created by the general election and subsequent planning and financial changes, the

Council took the pragmatic decision to reduce the scale and scope of the draft LTP3 by:

- (i) Only producing a one-year framework implementation plan;
- (ii) Not including the area transport strategies for Chippenham, Devizes, Salisbury and Trowbridge; and
- (iii) Reducing the number of theme strategies to four: parking (approved by Cabinet at its meeting on 21 December 2011), freight, public transport and road safety.

7. Once clarity has been restored to the planning and funding picture, the Council will produce a detailed implementation plan, area transport strategies for Chippenham, Devizes, Salisbury and Trowbridge, and the remaining theme strategies. All of these documents will be subject to public consultation in 2011/12.

Main Considerations for the Committee

Consultation Process

8. The consultation on the draft LTP3 was publicised through a number of means:
 - (i) Parish Newsletter
 - (ii) Area Board Chairman's Announcement
 - (iii) Emails and letters to Area Board and LTP contacts
9. All the consultation documents were made available on the Council's consultation portal (see paragraph 6) with the main document and summary available from libraries and main council offices.
10. As a separate exercise, stakeholder representatives were invited to one of four LTP3 workshops:
 - 1 November 2010 – The Corn Exchange, Devizes
 - 3 November 2010 – County Hall, Trowbridge
 - 9 November 2010 – Town Hall, Chippenham
 - 16 November 2010 – City Hall, Salisbury.

Consultation Responses

11. In total, 741 comments were received on the draft LTP3 from 119 respondents. All of these comments are available for viewing on the Council's consultation portal (see paragraph 6).
12. Some 168 stakeholder representatives attended the four workshops. A report outlining the comments made at these events will be available from the Council's website in early January 2011
<http://www.wiltshire.gov.uk/parkingtransportandstreets/roadandtransportplans/transportplans.htm> .
13. While the overall number of respondents to the LTP3 consultation is relatively low, the majority of respondents represent either town or parish councils, or

other key stakeholders (e.g. Highways Agency, TransWilts Community Rail Partnership, Cotswold Conservation Board, Wiltshire Strategic Economic Partnership, Natural England, Sustrans, Stagecoach (West) Ltd, Campaign for Better Transport, Wiltshire and Swindon Users' Network, etc.).

14. Paragraphs 15 to 28 set out an initial and general analysis of the responses to the questions posed on the overall LTP3 strategy, freight strategy, public transport strategy and road safety strategy. Further analysis of the consultation responses, including those made on the Strategic Environmental Assessment, Equalities Impact Assessment and Habitats Regulation Assessment, will be undertaken to inform the development of the final LTP3.

Overall Strategy

15. The following responses were made to questions 1, 2 and 3 posed in the draft LTP3:

Table 1 – Responses to questions in Executive Summary

Question	Yes	No
Question 1 – Do you agree that if funding for transport is significantly cut as a result of the government's spending review, the Council's focus should be on maintaining and making best use of Wiltshire's existing transport infrastructure, and in fulfilling its statutory duties?	38	15
Question 2 – Do you support these preferred options?	29	17
Question 3 – Do you agree with these investment priorities?	17	31

16. Themes that emerge through the written responses associated with these questions include that:
- (i) freight routing and management should be a higher investment priority;
 - (ii) more emphasis should be given to sustainable transport measures such as cycling, walking, passenger rail and smarter choices;
 - (iii) the lack of a comprehensive LTP3 will result in a lack of holistic planning; and
 - (iv) environmental, heritage and biodiversity impacts need to be adequately considered in the LTP3.
17. The responses to question 4 on the proposed approaches to the national transport goals include the following suggestions:
- (i) Switch off street lights.
 - (ii) Support the take up of electric vehicles.
 - (iii) Achieve a better level of integration between transport modes.
 - (iv) Increase the use of 20 mph zones in towns and residential areas.
 - (v) Focus on the 'Vision' towns.
 - (vi) Utilise the knowledge and skills of local communities.
 - (vii) Re-prioritise the user hierarchy on many roads towards pedestrians and cyclists.
 - (viii) Have higher ambitions for new rail infrastructure.

18. The comments made at the workshops on the overall strategy included that:
- (i) Advisory freight routes are ineffective, particularly in an era of sat-navs.
 - (ii) Cycle routes need to be implemented between towns and villages as well as in them.
 - (iii) Walking does not require a separate strategy – people will just do it.
 - (iv) Maintenance is important but should also include footways and cycle paths.
 - (v) There needs to be a better level of integration between transport modes and with spatial planning.
 - (vi) There is too much emphasis on the urban areas – more support is needed for rural bus services and community transport.
 - (vii) New technologies (e.g. traffic control centre) and ‘smarter choices’ are not considered wholly relevant in a predominantly rural area.
 - (viii) Transport strategies also need to be developed for the other market towns.
19. In terms of investment priorities, a clear consensus emerged through the workshops on a number of options:
- High(er) priority: buses; carriageway maintenance; congestion management; cycle networks; freight routing; local safety/speed schemes; passenger rail; road safety education, training and publicity; and freight management.
 - Low(er) priority: walking networks; freight information; rights of way; structures; and road/user hierarchy.

Freight Strategy

20. The following responses were made to questions 5, 6 and 7 posed in the draft LTP3:

Table 2 – Responses to questions in Freight Strategy

Question	Yes	No
Question 5 – Should a third tier of freight routes, defined as ‘Access Routes’ be established to encourage the sustainable delivery of goods within towns and to industrial estates and other freight generators?	25	1
Question 6 – Do you agree with the proposal to identify, improve and/or maintain a ‘basic’ standard of lorry parking in Wiltshire?	21	4
Question 7 - Do you agree with the Council’s pragmatic approach to rail freight?	14	10

21. Within the written responses, the clearest consensus to emerge is the view that the Council should do more to restrict lorry movements on what are deemed inappropriate routes. This feeling was reflected in the LTP3 workshop discussions.
22. In contrast to the relatively balanced response to question 7 shown in Table 1, the majority of stakeholders attending the workshops agreed with the Council’s proposed approach to rail freight and considered that more central

government action was required to see any significant mode shift to rail freight at a local level.

Public Transport Strategy

23. The following responses were made to questions 8 and 10 posed in the draft LTP3:

Question	Yes	No
Question 8 – Do you support the proposed long-term public transport strategy?	18	5
Question 10 – Do you agree with these funding priorities for public transport?	15	6

24. With regard to question 9, the most important implementation plan options identified were:

1st: Treat bus links to railway stations as part of the strategic network of bus services.

2nd: Fund bus services that meet priority needs not catered for by the commercial network.

3rd: Continue grant funding for community transport operators and Link schemes.

4th: Develop a new approach to secure developer funding.

5th: Work with any operator to develop the case for better services in Wiltshire.

25. There was a similar response to question 9 from the workshops:

1st: Treat bus links to railway stations as part of the strategic network of bus services.

2nd: Continue grant funding for community transport operators and Link schemes.

3rd: Work with any operator to develop the case for better services in Wiltshire.

4th: Fund bus services that meet priority needs not catered for by the commercial network.

5th: Produce a community transport development strategy to expand its role.

26. The following sets out an overall summary of the responses to the draft public transport strategy:

- (i) A majority of respondents supported the long term strategy, but a significant number of comments stated that it lacks vision, is too process-oriented, and lacks specific commitments to services that will be provided or improvements that will be made
- (ii) There are many comments about the importance of maintaining and improving the level and quality of public transport – suggestion that existing services are not adequate to provide an attractive alternative to the car to encourage mode shift and help to achieve sustainable transport objectives. Several respondents considered that the ‘radical’ option should have been adopted.

- (iii) Many respondents considered that rail should have a higher prominence in the LTP3, and that the Council should be more proactive in working with neighbouring authorities and lobbying for improvements. However, some expressed a counter view that if the Council is unable to influence the rail industry, it is a waste of resource to pursue this.
- (iv) There is particular support for improving services on the Trans Wilts rail route and for re-opening Corsham station – suggestion that the TransWilts route should be included in the ‘strategic network’ and funded by the Council on the same basis as bus services. Much support for better bus-rail integration – but a counter view from a bus operator who points out that this is often difficult to achieve in practice and should only be pursued where it is possible without undue cost or inconvenience to other passengers.
- (v) General support for the proposed review of the bus network, and for local communities and Area Boards being involved in helping to plan local services. A view is expressed that the strategic network should include rail as well as bus services.
- (vi) A majority of respondents agreed with the priorities for funding supported bus services, although others expressed concern that the proposed criteria are too rigid and open the way to a systematic paring down of services and a ‘spiral of decline’ that will undermine the ability to achieve wider transport objectives. Several believed that the target minimum service levels are too low, and in particular, that funding should be available for higher than hourly services on main routes, and that higher priority should be given to evening and Sunday services, and services to hospitals and other health facilities.
- (vii) There are conflicting views expressed about rural services. Many considered that it is important to provide good levels of rural access, but others suggested that priority for funding should be to maintain good services on the core routes and use ‘innovative alternatives’ to provide access in other areas – for example, community transport, Link schemes, Connect 2 Wiltshire and taxibuses.
- (viii) Mixed views on proposal to expand the role of community transport – considerable support for this in principle as a more effective way of meeting local access needs, but concern that community transport operators and Link schemes may not have the capacity or desire to provide new services in this way, and may not be able to provide journeys to work or levels of service similar to existing bus services.
- (xi) Several respondents suggested that operators should be required to introduce vehicles fuelled by renewable energy sources.

Road Safety Strategy

27. The following responses were made to the questions posed in the draft LTP3:

Question	Yes	No
Question 11 – Do you support the proposed approach to road safety education?	22	0
Question 12 – Do you support the proposed approach to road safety enforcement?	15	8
Question 13 - Do you support the proposed approach to road safety engineering?	19	2

28. The road safety themes raised through the consultation process include the following:

- (i) General agreement with the three 'E's' approach. However, it needs to be flexible enough to acknowledge and deal with perceived road safety issues and community concerns – the perception of unsafe roads can put people off walking and cycling.
- (ii) The loss of safety cameras is identified as a concern - they should form part of the overall approach to road safety.
- (iii) More widespread use should be made of 20 mph speed limits.
- (iv) Generally considered that vulnerable users should be prioritised, although not at the expense of the safety of all other road users.

Environmental Impact of the Proposal

29. There is no immediate environmental impact of the proposal. The LTP3 is subject to a Strategic Environmental Assessment and Habitats Regulation Assessment.

Equality and Diversity Impact of the Proposal

30. There is no immediate equalities impact of the proposal. The LTP3 is subject to an Equalities Impact Assessment.

Risk Assessment

31. A risk register has been set-up to inform the LTP3 Project Board. In addition, the risk 'Failure to deliver the LTP3 on time and at the required quality' has been added to the Council's corporate risk register.

Financial Implications

32. There are no financial implications arising directly from the proposal.

Legal Implications

33. There are no legal implications arising directly from the proposal.

Options Considered

34. The Council has a statutory duty to prepare a LTP3 which needs to be developed in accordance with the DfT's guidance.

Conclusion

35. While the LTP3 is being developed in accordance with the DfT's guidance, a pragmatic stance has been taken in terms of its scale and scope in light of ongoing planning and funding uncertainties. The remaining parts of the LTP3 will be subject to consultation in 2011/12.
36. The consultation on the draft LTP3 was publicised through a number of means. As a separate exercise, stakeholder representatives were invited to four LTP3 workshops.
37. While the overall number of respondents to the LTP3 consultation is relatively low, the majority of respondents represent either town or parish councils, or other key stakeholders.
38. An initial and general analysis of the consultation responses has been set-out in the report. Further analysis of the responses, including those comments made by the Committee, will be undertaken to inform the development of the final LTP3.

MARK BODEN

Corporate Director
Department of Neighbourhood and Planning

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Robert Murphy

Principal Transport Planner – Transport Policy

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

Wiltshire Local Transport Plan 2011 – 2026: Consultation Workshops

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Wiltshire Council

Cabinet

15 February 2011

Subject: Performance Update

Cabinet member: Councillor Fleur de Rhé-Philippe - Finance, Performance and Risk

Key Decision: No

Executive Summary

This report provides an update on performance for the Council's Corporate Plan. It also provides top line summary information on the Council's work with our partners in the Local Agreement for Wiltshire, and additional information may be found on the Website.

This report provides summaries of:

- Progress against the Corporate Plan for the period April to December 2010.
- High level progress against our ambitions in the Local Agreement for Wiltshire.
- An update on government announcements regarding the National Indicator set and Local Area Agreements.
- An update on grants awarded under the Performance Reward Grant (PRG) scheme for area boards.

Progress reports are made quarterly – in September (for quarter ending June), November (for 6 months to September), February (for 9 months to December) and June (for year end).

Proposal

That Cabinet notes progress for the third quarter of 2010/11.

Reason for Proposal

To keep Cabinet informed about progress and to provide an update on the PRG Scheme for Area Boards.

Sharon Britton
Service Director, Performance

Subject: Performance Update

**Cabinet member: Councillor Fleur de Rhé-Philippe
Finance, Performance and Risk**

Key Decision: No

Purpose of Report

1. This report focuses on the Council's Corporate Plan. It also provides top line summary information on the Council's work with our partners in the Local Agreement for Wiltshire, and additional information that is available on the website.
2. Information about grants awarded under the Performance Reward Grant (PRG) scheme for Area Boards is shown at Appendix 2.

Background

3. Wiltshire Council's Corporate Plan was approved in May 2010 and includes actions, performance indicators and targets against the nine priorities we have set out to achieve. A summary of progress against these can be seen from paragraph 13 to paragraph 21 of this report.
4. A three year **Local Agreement for Wiltshire (LAW)** was agreed with partners and runs until March 2011. It includes the targets agreed with government in the Local Area Agreement (LAA) targets with government.
5. As the LAW continues until year end, we have included a summary of the main highlights and issues regarding our progress against the LAW is given in this report at paragraph 21, and a more detailed report about the progress against indicators and each Ambition in the LAW can be found on the website by following the link below:

[LAA and LAW detailed documents](#)

6. As outlined in the previous quarterly report, the coalition government has now ended its interest in Local Area Agreement targets and the implications of this are outlined in the section below.
7. In this report we provide updated information on the use of the **Performance Reward Grant (PRG) scheme for Area Boards**. The Grant was earned with partners from our Local Public Service Agreement, and £2.8m has been made available over 2 to 3 years for bids from Area Boards. This is for local initiatives

that contribute to the LAW ambitions or combat the recession. Decisions on whether to award grants are made by a Panel from the Wiltshire Public Service Board. The scheme has been in place since September 2009 and further information on the scheme and the decisions taken may be found on the website.

[Performance Reward Grant Scheme](#)

A summary of grants approved under this scheme is shown at Appendix 2.

Main Considerations for the Council

8. There are nine priorities in the Corporate Plan. For each of these, performance indicators (PIs) have been used to help us to understand how well we are progressing. Some of these are indicators from the National Indicator Set and some have been developed locally.
9. As mentioned in the previous quarterly report, the national indicator set will be replaced with a new list of data the coalition government will require from local government.
10. Because of this we are no longer reporting on some indicators either because the government has withdrawn the mechanism for collection (e.g. Place Survey) or they are thought no longer useful. This means that the number of measures we are reporting for quarter 3 has reduced. All of the results available can be seen in Appendix 1 and a summary is provided in the section below.
11. The changes being introduced by the new coalition government are significant and the council will consider its new business plan in February 2011. This will replace the current corporate plan.

Report on Progress: Corporate Plan

Focus on our customers and improve access to services

12. All areas of work continue to make progress broadly in line with the plan.

Salisbury, Bourne Hill and Milford Street (customer access) opened on time with seamless service to customers.

There has been strong take up by the public of new e-forms available on the website despite there being no promotion of this service. The web team expects that the redesigned website, including postcode based information, will go live in April 2011.

The Business Transformation team have been working with teams on 2 large systems thinking reviews since April 2010: the Revenues service undertook a major service redesign last summer and the Highways road repair service has continued to roll-out new ways of working in Wilton and Melksham (currently implementing in Chippenham). Both of these reviews have been successful in improving service and reducing costs. The team has now started working with Housing Management on a review of the way service is delivered and

implementation of new ways of service delivery in Highways repairs continues. The Benefits Service has been doing some work to pilot the measurement of customer satisfaction for the 'face to face' elements of the service and this will extend to other services and channels during the first half of 2011.

Performance against the indicators: There are two local indicators in this section, and both of these are currently on target.

Work in partnership to support vulnerable individuals and families

13. In quarter 2 we reported on our work developing a new approach to helping people live independently at home that emphasises help for people becoming more independent and hence reduce the need for formal care services and help from friends and family. This kind of service is sometimes called "reablement."

The new service was piloted during quarters 2 and 3. Early analysis of the results suggest that people's need for services can be reduced by rehabilitative work; as many as half of the people who begin a typical six-week programme of reablement will not need ongoing services at the end. We are using these and other data about the effectiveness of reablement to commission a new Independent Living Service from the organisations in Wiltshire that deliver services to help people live at home. On current plans we expect this service to begin operating in the summer or early autumn of 2011, subject to approval by members of the Council.

We want the services that we commission to help people live independently to be provided following an assessment that gives people more say in the way that their support is delivered. In quarters 2 and 3 we piloted a new approach to assessment and support planning called "Self-directed Support". Self-directed Support will allow us to offer people Personal Budgets as an alternative to the Direct Payments that around 1300 of the people whom we support already use. Personal Budgets will allow people who do not want the legal responsibility of a Direct Payment to have more control over their care and support. Personal Budgets will improve our performance on NI 130 by March 2011. Early indications from people who participated in the pilot suggest that their experience of the new support planning process was positive.

Support for carers from the Carer Support Agencies whom the Council helps to fund has increased significantly since April 2010 compared with the first nine months of the 2009 financial year. Wiltshire's four carer support agencies helped 847 new people in this financial year. Our year-to-date performance for the National Indicator (NI 135) that measures direct support for carers from the Council suggests a final result of more than 20%; but we expect to do more reviews of carers during quarter 3 and that this will help us to meet our full-year Corporate Plan target of 25%.

Performance against the indicators: The remaining performance indicators (PIs) for this outcome are divided into four categories as shown below

Category	Number of indicators in category	Number on target	Comment
Support for older people	1	1	This is a local performance indicator to provide extra care housing.
Support for people who care for others	2	2	There are 2 indicators (1 national indicator and 1 local indicator) to help us understand how well we are supporting carers. Both of these are currently on target.
Self-directed support	1	0	This measure counts the number of people who have been through the care planning processes that allow people to control the way that public money is used to meet their needs. As outlined in the commentary above, we are piloting new projects which will help us to progress towards the target, these will improve performance but it is not likely that this target will be met.
Support for learning-disabled adults	3	3	There are 2 national indicators and 1 local indicator. All three of these are on target to be achieved although the method of calculation for one of them (NI 145) has changed which means that the result for quarter 3 is not comparable with previous figures reported. The target for this indicator is being recalculated and will be updated for the quarter 4 report.

Increase opportunities to help young people achieve their potential

14. Ofsted rated Wiltshire Children's Services as "Performing Well" in its annual assessment of local areas which reported in December 2010.

Work goes on to improve the standards of children's attainment at preschools and schools.

The new Wellington Academy which opened in September 2009 is on target to have its new buildings completed for March 2011. The academy at Salisbury High School opened in September 2010 and money has been allocated to partially replace and significantly improve the school buildings.

Work to improve services and support for disabled children continues with short break provision and smoothing the transition experience from children's to adult's services.

Children's social care services continue to improve in line with the recommendations of the unannounced inspection of referral and assessment that was completed by Ofsted during summer 2010. It identified some strengths, some development areas, but no priority actions. Priority actions are used by Ofsted to identify areas of concern and the fact that none have been flagged is an encouraging sign that the restructure is having a positive impact.

Participation in positive activities continues to be encouraged through a variety of initiatives. The strategy for giving young people more say over budgets' has

been implemented and is providing written evidence of young people's decision making with regard to budgets for the summer programme activities.

Visits and contributions to Sparksite and listeners to SPARK radio (a website and radio station for young people to find out what is going on in and around their area as well as a base for information and advice) continue, and the links on the website have been improved to include access to more opportunities.

Performance against the indicators: Schools Indicators: In the Q2 report we gave details of the provisional 2010 results; these have now been confirmed and show that good performance at Foundation Stage is being maintained. They also show improvement at Key Stage 2 with 74% of children reaching Level 4 in English and Maths compared to 71% in 2009. Key Stage 4 results show a small improvement in 5 A*-C including English and Maths. The achievement gap of children with SEN or in receipt of free school meals is still a priority for improvement.

There are 3 further categories of indicators under this outcome and information about those is shown in the table below.

Category	Number of indicators in category	Number on target	Comment
Those with disabilities	0	See comment	The original indicator used for the corporate plan was from an annual national survey which has been cancelled by government. Alternative ways of measuring the success of our services for children and young people with disabilities are being considered for future years.
Safeguarding children	4	1	There are 2 national indicators and 2 local. One of these is on target and one is an annual indicator which will be available at year end. The indicators which measure the timeliness of Initial Assessments and Core Assessments (NI59 and NI 60) are improving, but despite closer management supervision and targeting within teams it is unlikely these targets will be met.
Activities for young people	0	See comment	The original indicator used for the corporate plan was from the annual TellUs survey which has been cancelled by government. Alternative ways of measuring young people's participation in positive activities are being considered for future years.

Local, open, honest decision making

- The Department for Communities and Local Government published The Localism Bill in December 2010. Wiltshire is well placed to deliver on the Coalition Government's agenda for localism given the framework we currently have in place (with Area Boards, Community Area Partnerships and Community Area Networks) and the plans to develop localism further.

The Council and its partners are committed to finding ways of reaching out to people who do not, or cannot attend our meetings. The Wiltshire Voices project is part of the solution and is designed to encourage broader participation in civic life and to ensure that the needs of local people are better understood and challenges addressed. By undertaking 18 projects across the whole of Wiltshire we aim to engage with people from a very wide diversity of backgrounds - from boaters and economic migrants to MOD dependents, teenage parents and other seldom heard groups. During quarter three the project has been further developed with the methodology agreed and three pathfinder projects planned. The pathfinders are in Tidworth (military dependents), Westbury (older people), and Calne (people with disabilities). The pathfinders will be characterised by a multi-agency approach and will use new and innovative methods to develop the understanding of the wider community of the issues facing groups which are 'rarely reached'.

Over the quarter there has been a significant shift of decision making to community area level. Around £100,000 of youth development funding was devolved by Cabinet to the Area Boards and this has been used to support a wide range of local projects with a focus on transport schemes. In addition, control of local highways projects (including allocation of grit bins) has now passed to local level with over £500,000 now delegated to support schemes prioritised by the Area Boards. Commencing in the next quarter, Area Boards will be involved in a process of prioritising local bus services in a similar manner.

Performance against the indicators: There are currently three indicators in this section and two of these are on target. The third indicator is a national indicator previously measured through the Place Survey; as the government have now cancelled this survey, there will be no method to measure results for this. Alternative methods of measuring local influence on decision making are being considered.

Support the local economy

16. There has been solid progress made in Q3 in terms of implementing a range of projects under the Action for Wiltshire umbrella; the Future Jobs Fund programme has enabled over 336 young people to find employment. Wiltshire Council is well on the way to meeting the target of placing 495 young people in work. Building on the success of this programme, the Council is due to roll out a national pilot to support the long term unemployed over the age of 18 supported by DWP. Programmes to support individuals and businesses in terms of the provision of affordable credit are also beginning to be rolled out with the first business loan agreed through the Fredericks Wiltshire Loan Fund and the availability of additional funding to support 550 affordable loans for people on low incomes in Wiltshire. Plans are now being put in place for a second phase of Action for Wiltshire which will support economic recovery.

We have also been exploring new ways of delivering improvements to business productivity given that Business Link services are due to come to an end in 2011, and there appears to be a downturn in the take up of those services compared to this time last year. In particular, an expression of interest has been lodged with SWRDA (Regional Development Agency) with a view to securing EU funding to

help deliver a suite of business incubation centres across Wiltshire and the delivery of associated business services.

Performance against the indicators: There are three local indicators in this section, all of which are new and measure new activity. Due to the nature of these targets it is not yet possible to say whether these indicators are on target, although a great deal of progress has been made and enquiry levels are encouraging. More information about the individual targets is available in the table at Appendix 1 and further updates will be given at the end of the year.

Meet housing needs

17. The Housing Strategy that is being developed will need to take account of the recent government consultation paper on social policy, and therefore formal consultation will be delayed until the full implications of this have been considered.

With regard to new affordable homes, to date 472 units have been started on site in 2010/11 and 311 units completed. As we are now halfway through the year, we are concerned about the low level of completions. The slowdown in the rate of building for private sector schemes that have already received planning permission and the reduction in the number of new applications due to low house price values have led to a significant slow down in the delivery of new affordable housing through the planning system. In addition, the reduction of government investment in new affordable housing compared to previous years means there are a number of schemes such as those on rural exception sites and land owned by Housing Associations which cannot be progressed due to lack of funding.

However, we are still projecting potential completions of around 560 units by the end of the year. The majority of these completions are due to complete in quarter 4, which leaves the risk that any slippage due to events such as bad weather or other unforeseen circumstances on site could see some of the completions slipping into 2011/12.

Although 'starts' have been relatively healthy so far we are also aware that these are likely to slow down and are currently only able to predict around 450 potential completions for 2011/12. We are working with our partners to try to find ways of delivering more affordable housing.

Performance against the indicators: There is one national and four local performance indicators in this section; three of the local indicators are currently on target and the other is slightly behind. As outlined above, the indicator relating to new affordable housing is not currently on target, but still projecting potential completions of around 560 units by the end of the year. Work with partners is ongoing to try to find ways of delivering more affordable housing. The local performance indicator relating to returning empty properties to use is slightly behind target.

Improve our roads and road safety

18. The new working arrangements implemented by the Council to improve general highway services continue to show improvements in how the Council

communicates, interacts and delivers services with real benefits being delivered to the local community. These improvements include: the introduction of the Speedwatch Scheme; formation of Community Area Transport Groups to prioritise local highway improvements; and initiatives to help community resilience during winter snow.

Overall (Swindon & Wiltshire) Collision and Casualty figures for 2010 year to date (June) show an improving trend over 2009, a 11% reduction in terms of collisions overall, and a 10% reduction in terms of casualties overall. In Wiltshire, however, there are some areas of performance which are cause for concern, notably a trend of an increasing number of serious injury collisions where there has been an increase of 17% in terms of collisions and 18% in terms of casualties.

Performance against the indicators: There are four indicators (two national indicators and two local indicators) in this section and three of these are on target to achieve the year end result. The indicator to reduce the numbers of serious injuries and fatalities referred to above does not yet have updated figures for quarter 3. These will be available in February and will be reported in the next performance report.

Reduce our environmental impact

19. Good progress has been made in tackling carbon emissions and preparing for unavoidable climate change. The Climate Change Board approved the Council's first Energy, Change & Opportunity (ECO) Strategy which will go to Cabinet in quarter 4. A comprehensive risk assessment for the impacts of climate change on council services was completed. Scoping work was carried out with the MOD and the potential for renewable energy will be explored further in discussions during quarter 4. Screening of all cabinet decisions for their environmental decisions started in September 2010. The draft report into the potential for renewable energy across the county has been refined and is expected to be published in quarter 4. The Council continues to roll out a programme of installing smart meters into its properties and has begun work to attain accreditation for an energy management system (BS16001). A climate change comprehensive risk assessment has been completed and an adaptation action plan will be in place by end of March 2011.

The Climate Change Team has secured an additional £106k of funding (from Salix) to support the implementation of carbon reduction projects in schools and has also begun to investigate with Procurement whether using an OGC oil contract would benefit the council. A Combined Heat and Power Plant has been installed at Five Rivers Leisure Centre which will reduce the emissions from Wiltshire Council operated leisure centres by more than 6%.

In addition to the £0.5m Council investment in energy efficiency measures, £0.7m has been secured as a 0% government loan. This is being invested in a range of energy efficiency projects such as LED bollards, an air source heat pump at the Shurnhold office, and building management systems at leisure centres.

Performance against the indicators: There are four national indicators and one local indicator. Three of the national indicators are on target and the other is

an annual indicator which will have data to report later in the year. The local indicator relates to community projects and is currently slightly off target due to the necessity for capacity building in many community groups.

Achieve savings, be more efficient and ensure we deliver value for money

20. As reported in the previous performance update, progress towards achieving the required savings for the current year is good, with £24m saved in the creation of the 2010/11 budget.

The Council reports monthly to members on the current position against budget and highlights any major variances. Where necessary, the reports show management actions to deal with cost pressures.

Plans for the next four years will be included in the Council's new business plan (which was presented to Cabinet on 8th February 2011) reflects these changes and sets out the level of savings required over the next 4 years.

Performance against the indicators: There are four local indicators in this section and all of these are currently on target, although work continues to ensure that the projected savings are realised as outlined in the narrative above. There is a fifth indicator in the Corporate Plan relating to the asset management plan, this is a four year programme and results will start to be shown from 2011/12 onwards.

Report on Progress: Local Agreement for Wiltshire and LAA

A top line summary against each of the ambitions in the Local Agreement for Wiltshire is given below. More information on each ambition is available on the website, including action against each of the priority outcomes and a full table showing progress against all of the indicators.

Building resilient communities

21. GROW is an organisation who are working across Wiltshire to support and develop voluntary and community groups, it has established the Voluntary Sector Forum Network which draws together four local fora (North; South; East and West) meeting to support the development of the voluntary and community sector by enabling it to discuss key issues which affect it and create and clear and informed voice.

Partnership work to tackle financial exclusion resulted in a successful bid to the Department for Work and Pensions for additional funding to deliver affordable loans to people on low incomes. This has seen the Wiltshire Credit Unions working together to deliver the loans with the support of Community First, Wiltshire Council and a number of Registered Social Landlords. By the end of March 2011 it is hoped that we will have given out 550 loans (average size £500).

This ambition also has outcomes which are included in 'Local, open honest decision making' in the Corporate Plan; information about progress can be found in paragraph 15 above with detailed information in the document on the website.

Performance against the indicators: Most of the LAW and Local Area Agreement (LAA) indicators for the Resilient Communities ambition will be problematic to measure because of the cancellation of the national Place Survey. The voluntary sector survey which collects data for NI 007 (Environment for a Thriving 3rd Sector) has been confirmed and the results for this should be available towards the end of the year.

Improving affordable housing

22. This ambition has many of the same outcomes as the 'Meet housing needs' in the Corporate Plan. Information about progress can be found in paragraph 17 above with detailed information in the document on the website.

Performance against the indicators: As outlined above, the indicator relating to new affordable housing is not currently on target, but still projecting potential completions of around 560 units by the end of the year. Work with partners is ongoing to try to find ways of delivering more affordable housing. Optimism remains about our ability to meet two of the three LAA targets related to housing. However, there is less optimism about our net additional housing target (results for this will not be available until after year end. In order to ensure delivery of residential units, Wiltshire Council is actively working to develop a Core Strategy including strategic site allocations, creating an additional source of supply, which will be delivered through co-operative working between the Council, landowners/developers and local communities.

Lives not services

23. Information about the work we are undertaking to support more people to have independent and fulfilling lives as part of their local communities is given in the Corporate Plan section above (paragraph 13) and in more detail in the Lives not Services detailed report on the website.

Supporting people to make lifestyle changes is a crucial aspect of enabling people to improve their long term health and wellbeing and there are a number of initiatives in place in Wiltshire that contribute to this. Delivering behaviour change training to staff working closely with people who need to make lifestyle changes continues to be delivered and successfully received. Programmes are in place to support people to lose weight – mainly in primary care but this is now spreading out into the workplace. Work is also underway to look at other ways in which people are supported within primary care if they are obese – including an audit of all GP practices in the county, which will be collated in early 2011.

The Health Trainer programme is a fundamental element of this area of work and it has now progressed from being a service delivered within HMP Erlestoke, to one which is being delivered within the community. Health trainers are operating in Tidworth, Larkhill and Bulford. All health trainers are seeing an increasing workload – and are able to support a range of needs including behaviour change.

As we move into 2011, the programme will continue to broaden in its scope and target audiences.

The NHS Stop Smoking Service continues to look at ways in which it can deliver its services differently and in more locations. Quarter 3 saw more stop smoking advisers trained and more locations providing a stop smoking service (including daytime drop in clinics, pharmacies and GP surgeries, with dental practices also making enquiries about delivery). The service has been promoted at a range of face to face events across the county. The continued success in supporting people to stop smoking indicates that all this work is paying dividends.

Performance against the indicators: The national performance system for Social Care was abolished in November 2010. Some of the indicators previously collected (and originally included in the LAA or LAW) are no longer useful and are expensive to collect; therefore we have removed these from corporate reporting (NI125 *achieving independence for older people* and NI 136 *people supported to live independently*). The remaining indicators still cover what is important in the LAW and will enable us to understand if we are being successful.

The targets for the indicators associated with this ambition are extremely challenging, and only four of the eight remaining LAA targets are currently on schedule to achieve the required level for 2011. Data presented in the quarter 1 performance update report showed that Wiltshire already compare favourably with other upper tier councils for many of these indicators including: NI 008 (Adult participation in sport and active recreation); NI 39 (Rate of Hospital Admissions for Alcohol Related Harm); NI 120 (All age all cause mortality); NI 130 (Self-directed support); NI 134 (Emergency Bed Days per Head).

Supporting economic growth

24. This ambition has many of the same outcomes as the 'Support the Local Economy' outcome in the Corporate Plan; information about progress can be found in paragraph 16 above with detailed information in the document on the website.

Performance against the indicators: Most of the targets within the LAA and LAW are measured by national mechanisms for which results are not available later in the year, making it difficult to assess whether performance is on track.

The local results for NEET (Young People not in education, employment or training) reflect the worsening national position. Work continues with partners to maximise opportunities for this group of young people and also to help us identify and track NEET (or at risk of becoming NEET) more effectively.

Safer communities

25. Violent crime is a priority work stream for the Community Safety Partnership and it is also the main priority for the Police. Reducing violence across Wiltshire is seen as a key influence to improving public confidence and making life better for its residents and communities. During quarter 3, extra work has been undertaken

(under operation Ascend) to identify offenders and bring them to justice and reassure the victims and communities.

Wiltshire has set up and held the first two Survivor group meetings for victims of domestic abuse. The group decided to call themselves the 'Phoenix group'. It is being facilitated independently through the Independent Domestic Violence Advisor (IDVA) and a provision of crèche facilities to encourage and help the women to attend. Meetings will be arranged quarterly and the purpose is to establish a network, so that agencies can be invited to attend to discuss ways to make future changes in policy, processes etc and for survivor feedback to be regularly shared at the Domestic Abuse Reduction Group (DARG).

Further Domestic Abuse (DA) training sessions have been held for staff from a variety of agencies (including 25 Army welfare and unit welfare staff) and feedback has been positive. A further 30 professionals will be trained at an event in January. In addition, work is in hand to provide training to Housing officers (as part of the work on the Wiltshire DA Housing Policy) and the community health service.

Wiltshire has seen an improvement in the number of drug users in effective treatment, showing a +7% performance when compared nationally (as opposed to -1% performance previously reported against the former baseline).

Performance against the indicators: There are five LAA indicators for this ambition; three of these are on target and one is affected by the cancellation of the Place Survey (as outlined elsewhere in this report). The indicator relating to the crime rate for assault with injury is not currently on target, however we are moving in the right direction as violent crime overall is down on the same period last year and it is hoped that activities like those outlined above will help to bring us back on track.

Protecting the environment

26. This ambition has many of the same outcomes as the 'Reduce our Environmental Impact' outcome in the Corporate Plan. Information about progress can be found in paragraph 19 above with detailed information in the document on the website.

Performance against the indicators: There are three LAA indicators for this ambition, two of them are on target to be achieved and the third is an annual indicator for which data will be available at year end.

Environmental Impact of the Proposal

27. As this is a monitoring report the proposal has no direct environmental impact. The LAW includes an ambition on the Environment.

Equalities Impact of the Proposal

28. As this is a monitoring report the proposal to note has no direct equalities impact.

Risk Assessment

29. The Council's risk management arrangements apply across the Council's services. Any key risks to performance are identified and managed within services and partnerships and, if appropriate, are highlighted in performance monitoring. The main risks highlighted this quarter are:

- Affordable Housing completions: whilst still projecting potential completions of around 560 units by the end of the year, the majority of these completions are due to complete in quarter 4 which leaves the risk that any slippage due to events such as bad weather or other unforeseen circumstances on site could see some of the completions slipping into 2011/12.

Financial Implications

30. This is a monitoring report so has no direct financial implications.

Legal Implications

31. As this is a monitoring report the proposal to note has no direct legal implications.

Options Considered

32. As a monitoring report there are no 'options to consider'.

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Date of report: 28 January 2011

Background Papers

The following unpublished documents have been relied on in the preparation of this report: detailed performance management information held within services and partnerships.

Appendices

Appendix 1: Corporate Plan Key Performance indicators

Appendix 2: Summary of PRG Grants for Area Boards

Appendix 1: Corporate Plan 2010-2014: Priorities and measurable outcomes

Ref	Description of Outcome	Q3 Result	2010/11 Target	On Target (Y/N)	Q3 Comment
Focus on our customers and improve access to services					
Local PI	Deliver the Work Place transformation programme to include 4 refurbished hub buildings with state of the art customer access facilities by 2013. (H*)	1	1	Y	Bourne Hill and Milford Street (customer access) opened on time with seamless service to customers.
Local PI	Ensure that customer telephone call connection rates of 95%+ are achieved every month in all facilities. Enable direct dial "golden numbers" for most popular services so that customers can contact service experts directly. (H*)	96.70%	95%	Y	Connection rate for calls into Customer Services has averaged 96.7% in Q3 and 92.6% YTD. We are on schedule to achieve an average for the year which exceeds 2009/10
Work in partnership to support vulnerable individuals and families					
Support for older people We will work together with the NHS to help older people avoid needing care too soon, and by 2012					
Local PI	By 2014 we will help increase the opportunities for people to live independently in extra care settings. (H*)	-	70	Y	See commentary at paragraph 13 above for more information about living independently.
Support for people who care for others					
NI 135	By 2013 the council will support at least 2,500 more carers. (H*)	20.0%	25%	Y	NI 135 is a cumulative indicator; the Council assesses and reviews an increasing number of carers during the year. The rate of increase in quarter 3 slowed somewhat as a result of increased activity in Wiltshire's carer support agencies, who meet needs that would otherwise be met by the Council but without the need for a formal assessment by the Council and which are not counted in NI 135.
Local PI	In addition, we estimate that Wiltshire's carer support agencies will take 1000 <i>new</i> referrals per year between now and 2013. (H*)	847	1000	Y	
Self-directed support					
NI 130	By 2013 everyone in Wiltshire whom the council funds to live independently in the community will have a personal budget. (H*)	10.00%	30%	N	NI 130 is a cumulative indicator; the Council makes increasing numbers of Personal Budgets and Direct Payments during the year. Since November a programme of reviews of service-users and carers help us close the gap between predicted performance and our target 30%. The data from this exercise are being processed and do not appear in the result that we have reported for quarter 3. If they are included it indicates a year-end result for NI 130 of 23%. See commentary at paragraph 13 above for further information about living independently.
Support for learning disabled adults					
Local PI	By 2014 all learning disabled who need adult social care services when they reach adulthood will have a transition plan in place from their 16 th birthday. (H*)	100%	100%	Y	Having achieved our aim that young people with learning disabilities shall have a transition plan, our emphasis now is on improving the quality of those plans and their value to the young person and their family. With effect from September 2010 all of Wiltshire's six special schools are undertaking person-centred reviews starting at Year 9. Feedback from families in the pilot sites has been very positive.

Ref	Description of Outcome	Q3 Result	2010/11 Target	On Target (Y/N)	Q3 Comment
NI 145	By 2013 70% of learning-disabled people of working age will live in the community. This will reduce the proportion of the learning disabilities budget spent keeping people in care homes to 40% (It was 70% in 2007). (H*)	27.58%	Target being re-based	Y	The definition of NI 145 has changed and this quarter's result is not comparable with the target. A result for quarter 2 that is comparable with quarter 3 is 19.17%. The number of people with learning disabilities in Wiltshire who live in care homes continues to fall. The proportion of budget that we spend funding care homes has reduced to around 60%. Our need-analysis suggests that lowering the proportion to 40% will be a challenge because the life expectancy of children and young people whose needs are profound and complex, and therefore require residential care, is growing as medical technology and the quality of care services improves. We admit fewer people to care homes but the cost per person is increasing in proportion with the average complexity of need. The high value of new placements will affect our ability to reduce the proportion of budget that we spend on care home placements during the term of this Corporate Plan. The target for this indicator is being recalculated and will be updated for the quarter 4 report
NI 146	We will help find paid employment for 25 learning-disabled people per year between 2011 and 2013. (H*)	10.24%	13.60%	Y	
Increase opportunities to help young people achieve their potential					
In schools					
We will close the attainment gap for pupils in schools through 1:1 tuition, increasing attendance, improving the quality of school facilities and extending the school 'good' and 'outstanding' ratings from Ofsted inspections. By 2011:					
	- The achievement gap of those receiving free school meals and the rest of their peer group will be reduced to 24%				
102a	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2. (L*)	28.9	27	Y	Gap has reduced as results of targeted intervention through "Narrowing the Gap" which concentrated on reducing gaps particularly for children who have FSM but no other vulnerability.
102b	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4. (L*)	36.7	26	N	Provisional figures show increase in gap - further analysis of school level information being undertaken.
	- The gap for pupils who have special educational needs and their peer group be reduced to 51% at age 11 and 43% at age 16.				
NI 104	104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO. (L*)	55.3	-	N	Target is year on year improvement. The 09/10 result was 54.5. Every child's interventions at key stage 1 has had a positive effect on pupil progress but this is yet to impact on end of key stage 2 results. Reorganisation of Specialist Learning Centres will facilitate earlier intervention and highly targeted support.
NI 105	105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths. (L*)	51.8(prov)	-	N	Target is year on year improvement. The 09/10 result was 46.9. One to one tuition for some school pupils is supporting improved progress but is yet to impact on key stage 4 results. Curriculum changes are not yet sufficiently embedded to have an impact on SEN pupils for key stage 4.
	- A third of those children in care taking GCSEs will get 5+ A*-C including English and maths				
NI 101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths). (H*)	-	28.6	-	Available in Q4
	By 2011 at least 80% of children will achieve Level 4 or above in both English and maths at Key Stage 2, up from 71% in 2009.				
NI 73	Achievement at level 4 or above in both English and Maths at Key Stage 2. (H*)	74.2	81	N	Rise by 3% for 2010, in line with national figures and exceeding statistical neighbours average (position of 4/11). Improvements as a result of school strategies to improve achievements including focus on vulnerable groups and improved tracking.
Those with disabilities					
We will improve the health, wellbeing and opportunities for children and young people with disabilities, with over 65% of parents of disabled children being satisfied with the level of service y received to support them and their children.					

Ref	Description of Outcome	Q3 Result	2010/11 Target	On Target (Y/N)	Q3 Comment
We will improve access to services and provide more support and choice for families and ask them to shape, and influence future services ensuring a better planned transition into adult life. The indicator previously used to measure this has been abolished by central government. New methods of measuring our services will be considered for future years.					
Safeguarding children					
Keeping children safe from harm and neglect is everybody's concern. We will improve the safeguarding of children and the lives of children in the care of the council through appropriate referral and assessment, ensuring that every child who is looked after or has a child protection plan has an allocated social worker. We will minimise the chances of preventable child deaths, and ensure that bullying is reduced to below the national average.					
NI 59	Initial assessments for children's social care carried out within 7 working days of referral. (H*)	49.40%	70%	N	Data as at November 2010. This is a cumulative indicator. Social care restructure and tightened management is leading to improved performance. It is unlikely to reach target.
NI 60	Core assessments for children's social care that were carried out within 35 working days of their commencement. (H*)	56.20%	80%	N	Data as at November 2010. This is a cumulative indicator. Performance is improving but despite closer management supervision and targeting within teams. It is unlikely to reach target.
Local PI	% children and young people with a child protection plan with an allocated social worker. (H*)	100%	100%	Y	
Local PI	Preventable child deaths recorded through the child protection review panel process. (L*)	-	0	-	Child Death review panels meet to review deaths and report at year end. In 2009/10 less than 5 were deemed preventable.
Activities for young people					
We will support young people to find positive things to do in their spare time and increase their participation in activities from 73% in 2009 to 82% in 2011.					
We will maximise the opportunities for all to access a range of varied and interesting organised events and activities, using for example the additional activities provided through extended schools and volunteering initiatives. This should lead to reductions in anti-social behaviour. The indicator previously used to measure this has been abolished by central government. New methods of measuring our services will be considered for future years					
Local, open, honest decision making					
By 2012, the council will have invested £5.5 million in community led projects and initiatives, determined and prioritised by area boards.					
Local PI	- Area Boards. (H*)	See comment	£1.45m	Y	On target – full report on outturn and leverage in next Quarter.
Local PI	- PRG scheme for area boards. (H*)	£895k (Approved)	£1m (available)	Y	The amount shown in the Q3 result column is the total amount approved to Area Boards up to 31st December 2010. Further information about successful bids can be seen in Appendix 2.
Support the local economy					
Local PI	We will retain and support the growth of Wiltshire's top employers through engagement and improving our understanding of their needs, working jointly to support their future skills development and investment. (H*)	-	25 employers engaged	N	Preparations for the roll out of a business engagement exercise through Wiltshire 100 have continued with target companies identified, CRM system developed and account managers identified and trained. However the roll-out is no not likely to commence until March 2010 and therefore this target is not likely to be achieved during the current financial year.
Local PI DNPEE02 DNPEE03	We will support business start-ups, expansion and secure inward investment creating 6,000 new jobs and safeguarding 8,000 jobs in Wiltshire's economy by 2014. (H*)	30 (430 cumulative)	1000 jobs created; 1500 jobs safeguarded	See comment	Enquiries have been handled that have the potential to create in excess of 1183 jobs. 30 jobs have been created in Mid Wiltshire. It is not possible to state whether the service will hit target as investment decisions take time and are subject to stiff competition but enquiry levels are encouraging for new jobs, this is less the case with safeguarding jobs.
Local PI DNPEE04	We will secure growth in higher skill/value employment sectors narrowing the gap in output per worker between Wiltshire and the England average (Wiltshire GVA £44,350 England average GVA £48,300). Target sectors will be: Advanced manufacturing; Bio-medical; ICT; Environmental Technologies; Food & Drink; Tourism; Creative Industries; Financial/business Services. (H*)	-	250 jobs in higher skill/value employment sectors created	See comment	Since September 2010 the Investment Service has supported enquiries with the potential to create in excess of 100 higher skilled jobs (and since April 2010 400 in total) It is not possible to state whether the service will hit target as investment decisions take time and are subject to stiff competition but enquiry levels are encouraging for new higher skilled jobs. This target is a sub-set of targets DNPEE02/03.
Meet housing needs					

Ref	Description of Outcome	Q3 Result	2010/11 Target	On Target (Y/N)	Q3 Comment
NI 155	Maximise the delivery of new affordable homes built in Wiltshire to help meet local needs and maximise the use of existing properties in the county. It will achieve 2,400 new affordable homes. (H*)	311	590	N	The slowdown in the rate of building for schemes that have already received planning permission and the reduction in the number of new applications due to low house price values have led to a significant slow down in the delivery of new affordable housing through the planning system. However, we are still projecting potential completions of around 560 units by the end of the year. The majority of these completions are due to complete in quarter 4 though which leaves the risk that any slippage due to events such as bad weather or other unforeseen circumstances on site could see some of the completions slipping into 2011/12.
Local PI DNP035	and return 2,160 empty homes to use between 2010-11 and 2013-14. (H*)	276	470	N	The value shown for quarter 3 is the cumulative for the year so far. This is currently slightly behind target.
Local PI DNP036	More vulnerable clients will be living independently at home for longer, with the number of Careconnect customers increasing from 3,500 in 2010 to 5,500 by 2014. (H*)	3664	4000	Y	Figures for quarter 3 are not yet available, the number shown in the quarter 3 result column is the number of registrations up to the end of September 2010.
To be one of the best 25% of councils in the Country for housing management services (demonstrated through management of voids and % repairs completed within time)					
Local PI DNP031	A void property is a property that is managed by Wiltshire Council and is classified as a void from the date the tenancy ends to the start date of any new tenancy. Properties in serious disrepair are excluded from the voids figure given. (L)	26.86%	35%	Y	
Local PI DNP030	Average % of all repairs completed within time. (H*)	95.92%	85%	Y	At the end of quarter 3 we reported an average of 95.92 repairs being completed within time which is a huge achievement and it continues to improve.
Improve our roads and road safety					
Local PI DNP002	By 2012 we will reduce the average time to repair a pothole to no more than 10 days, with the most serious potholes being fixed within 24 hours. In 2008 the average time to repair a pothole was over 30 days. (L*)	5.2 days	12 days	Y	The fourth quarter will always be the most stretching, with so much damage having been done to the Network by the December weather but there is cautious optimism that the service will meet or exceed this target.
NI 195	We will continue to improve on the high standards of cleanliness of our roads by achieving a performance target 7% higher than the National Benchmarks for litter and detritus. This means that by 2014, 96% of our roads will be free or predominantly free of litter and 86% of our roads will be free or predominantly free of detritus against the National Benchmarks of 89% and 79% respectively. (H*)	98.1% litter 86.4% detritus	95.3% litter 83.5% detritus	Y	More attention to minor roads being swept around the villages has seen an improvement in our performance. Detritus levels on the county's roads have reduced from 23% last year to 15% this year in line with the national benchmark. Litter has also improved by 2%, compared to last year. The Graffiti and Fly Posting results are the same year on year, achieving a good level and also in line with national standard.
Local PI	By 2012 we will have built on our current engagement and communication with Area Boards such that they are able to influence planned maintenance priorities within the work programme for their areas, whilst ensuring that safety considerations are not compromised. (H*)	95%	95%	Y	The Heads of service or the area manager has attended community area boards within their respective areas, ensuring community area boards are engaged and informed on highway and streetscene issues. Community Area Board transport groups set up in partnership with Strategic Services to consider minor local highway improvement schemes.
Local PI	The number of road accident fatalities and serious injuries will be targeted for at least a 15% reduction by 2014, compared with the 3 year average up to 2008. (L*)	199 (Q2)	212	N	The result for this indicator was not available at the time of writing this report but the increasing trend in the numbers of killed and seriously injured gives cause for concern that the target will not be met. These indicative figures should be treated with caution as they are susceptible to variations that are smoothed out by annual reporting.
Reduce our environmental impact					
NI 185	We will reduce our carbon emissions by 20% of our 2008/09 baseline by 2013/14. This is a key milestone for our overall target of a 50% reduction by 2020, improving on the National target for that date of 34%. (H*)	-	-	-	This data is reported annually.

Ref	Description of Outcome	Q3 Result	2010/11 Target	On Target (Y/N)	Q3 Comment
NI 188	By September 2010, we will produce a Local Climate Impacts Profile and undertake a comprehensive risk assessment to understand the consequences of unavoidable climate change across all community areas in Wiltshire. By April 2011, we will produce an Action Plan detailing work we will do to reduce the impacts of, and improve our response to, events such as extreme weather and flooding. (H*)	-	Level 3 of NI 188	Y	The CRA interviews were completed and the risk assessments have been written up. However, in order to stream line and speed up the NI 188 process and to avoid duplication of effort, the Level 2 report will be combined with some of the elements of level 3 and will be produced in Q4. This report will include the identification of mitigating/adaptation actions.
Local PI	By 2014 we will have a range of pilot energy efficiency and renewable energy projects with at least one in each of Wiltshire's community areas – from micro-generation to home energy efficiency projects. These will be developed with communities with the aim of sharing and replicating best practice across the county and beyond. (H*)	0	community projects in 3 areas	A	Links with community groups across Wiltshire have been made although there are still many areas where community groups do not currently exist. Progress in some groups is slow due to capacity building issues. Links have also been made with Community Area Partnerships in Salisbury and Trowbridge.
NI 193	The Council has a corporate plan target to reduce waste sent to landfill to 25% by 2014. This should make the Council one of the lowest land filling authorities in the country. A series of waste reduction, recycling, composting and waste to energy projects have significantly reduced the proportion of waste sent to landfill. Wiltshire land filled almost 80% of its waste in 2002-03. By 2009-10 the Council had reduced landfill to 47%. The outcome of this strategy will be to achieve the environmental benefits of reduced landfill (local) and reduced landfill gas and increased waste recycling (supporting the national and EU strategies to reduce climate change). (H*)	36%	40%	Y	This quarter's performance continues to show the effect of the first year of full use of the Lakeside energy from waste incinerator. During 2009/10, waste to landfill was reduced below 50% for the first time. This year it is running at about 36%.
197	We will aim to deliver over 50% of local sites with recognised value for biodiversity (e.g. County Wildlife Sites, Protected Road Verges and Regionally Important Geological Sites) in positive management by 31/03/2011, compared to the baseline of less than 40% in 31/03/2008, and will aim to maintain it at this level. (H*)	-	50%	Y	Wiltshire Council's Biodiversity Indicator Officer is currently undertaking a programme of Local Site condition assessment and ecological survey, liaison with statutory agencies and liaison with and advice to farmers and landowners, to increase the proportion of Local Sites in positive management for the 2010/11 target year.
Achieve savings, be more efficient and ensure we deliver value for money					
We will drive out waste and increase efficiency across the organisation, whilst maintaining front line services. To achieve this we will:					
Local PI	Deliver savings of £50m over the period 2010-11 to 2013-14. (H*)		£24.6m	Y	£24.6m savings were identified in the 2010/11 budget planning cycle. The final amount saved for 2010/11 will be confirmed as part of the Q4 reporting
Local PI	Deliver year-on-year reductions in the rise of council tax. (L*)	2.30%	2.30%	Y	Council tax has been set for 2010/11 as per the target
Local PI	Deliver 3% in cost reduction from procurement & commissioning each year (£9m p.a.). (H*)	-	£9m	Y	£8m was identified in the 10-11 budget and budgets reduced accordingly. Monitoring against these has shown that some of the original savings identified in the budget are at risk of non delivery. Alternative savings have been sought to offset these and the budget monitoring reports will address any shortfall.
Local PI	Deliver 3% in cost reduction from service redesign (including lean) each year (£9m p.a.). (H*)	-	3%	Y	Work on scoping the major reviews continues. Support has been provided for managers not directly involved in the major reviews in order to support the savings required. Those services which have already undertaken lean reviews are confident that the savings made from this intervention will enable them to make the savings required for 2010/11

*NB: In the tables above 'H' indicators that higher performance against the target constitutes good performance and 'L' indicates that lower performance against the target constitutes good performance.

Appendix 2: Performance Reward Grant Bids from Area Boards – Table of Approved Bids

PRG Scheme - Area Boards: Summary September 2009 to August 2010						
Bid No	Area Board	Brief description	Capital £	Revenue £	Total £	Brief details of Bid
1	All	Speedwatch – cross county	56,200	34,310	90,510	To provide a county-wide Speedwatch scheme to help raise awareness of the importance of reductions in speeding. This bid covers all area boards
4	Salisbury	Taxi Marshalls for Christmas 09		2,000	2,000	To run a Taxi-Marshall scheme to help reduce violence and anti-social behaviour in Salisbury town centre over the Christmas period 2009. A full evaluation of the scheme has been conducted.
8	Trowbridge	Seymour Community centre	10,000		10,000	To refurbish a former shop premises to provide a permanent community building.
9	Trowbridge	Trowbridge Annual Festival of Fun Youth cafe	4,000		4,000	To provide computers and other equipment for the Taff café.
12	Warminster	Warminster Windows		2,049	2,049	To improve street-scene in the town by filling the windows of empty shops.
13	Tidworth	Ludgershall Scout Hut	14,627		14,627	Contribution to refurbishment of roof
14	Tidworth	Collingbourne Ducis Toilets	4,000		4,000	Contribution to construction of toilet facilities
16	Amesbury	Avon Valley College - Alternative Living and Applied Learning Centre		1,500	1,500	To provide equipment for the Alternative Living centre.
18	Warminster	Friends of Warminster Park	12,000		12,000	To improve the skate-park.
22	Warminster	Athenaeum	38,015		38,015	To provide a lift which will enable access to the top level of the centre for those with mobility difficulties.
24	Melksham/All	Splash		29,700	29,700	To improve the quality of life for vulnerable young people aged 9-16 by providing safe positive activities during school holidays to divert them away from anti-social and negative behaviour.
25	All	Community Payback	53,050	10,000	63,050	To provide utilities trucks, equipment and a contribution to co-ordinator costs to assist in the supervision of offenders repaying their debt to society through unpaid work in rural areas.
26	Malmesbury	Skate Park	92,250		92,250	To provide a safe and organised activity area for young people, by way of: <ul style="list-style-type: none"> - A safe, supervised skate and skateboard area with ramps both fixed and mobile - A safe and supervised area for basic car and bike maintenance - A safe area for young people to play badminton, football/basket and netball - A large space for performing arts and social events
27	Amesbury	Larkhill Rejuvenation and Road safety		11,530	11,530	To increase the feeling of well-being and community cohesion within Larkhill, including addressing concerns about road safety.
			5,000		5,000	Capital – additional amount allocated not yet released to cover flashing speed reduction lights
28	Amesbury	Avon Valley College Media Centre	20,000		20,000	To provide facilities to aid and enhance the college and surrounding communities.
30	Malmesbury	Sherston Old School	65,000		65,000	Contribution to costs of renovation and conversion to retail and community facility

PRG Scheme - Area Boards: Summary September 2009 to August 2010

Bid No	Area Board	Brief description	Capital £	Revenue £	Total £	Brief details of Bid
32	Amesbury Warminster Tidworth	Skilled for Health		25,000	25,000	Works with, and supports the families of, service men and women through a series of short courses to improve confidence and self esteem, encourage learners to access further education to improve their skills/take employment
35	Warminster	Community Radio Upgrade	26,411		26,411	Upgrade of equipment to enable continued running of well-supported community radio station
39	Trowbridge	Studley Green Resource Centre	4,500	3,940	8,440	To provide computers and other equipment for the centre
40	Salisbury	The Unit		15,000	15,000	Contribution towards revenue costs of running a youth volunteering project
43	Salisbury	St Michaels Warm Up Project (Bemerton Heath)	17,000		17,000	Provision of disabled toilet facilities
44	Salisbury	Bemerton Heath Neighbourhood centre	TBC	3,060	3,060	Extension to the Centre - Interim amount to cover planning processes final amount to be considered once plans are finalised
46	Melksham	Semington Sports Club	24,000		24,000	Contribution towards cost of new sports and changing facilities
54	All**	Wiltshire Voices hard to reach groups)		54,000	54,000	Provision of funds to increase participation in Area Boards
57	All**	Energy Monitors in Libraries		12,566	12,566	Energy monitors to be purchased for all libraries. (NB this was originally bid for as capital funding but has been re-attributed to revenue on advice of Finance)
59	Chippenham	Pubwatch Radio Scheme	1,960		1,960	Radio monitors for use by doormen to reduce anti-social behaviour
60	Melksham	Shaw basketball court	6,550		6,550	Extension to basketball court to provide a multi-use facility
61	Salisbury	Action for Children Playranger initiative		7,000	7,000	Out of school play scheme
63	Salisbury	Bemerton Scout Hut Community hall project	10,000		10,000	Contribution towards the cost of refurbishment and building works to hall providing a single-storey toilet bloc
64	Calne	Alternative sports hub		7,500	7,500	To provide alternative sports and activities to young people in South Wiltshire
65	Pewsey	Alternative sports hub		7,500	7,500	To provide alternative sports and activities to young people in South Wiltshire
66	Tidworth	Alternative sports hub		9,900	9,900	To provide alternative sports and activities to young people in South Wiltshire
67	Salisbury	Alternative sports hub		9,418	9,418	To provide alternative sports and activities to young people in South Wiltshire
68	Amesbury	Wyndham Community Centre	41,737		41,737	Contribution to renovations to provide a new community facility
69	Chippenham	Pewsham Canal Corridor	7,212	1,200	8,412	To enhance the area for the local community and wildlife
70	Chippenham	SNAP hydrotherapy pool	85,000		85,000	Contribution towards construction of a hydrotherapy pool at St Nicholas school for both school and community use
Bids Approved in principle - Awaiting full approval from all Area Boards						
52	All**	Volunteer Centre Wiltshire	2,940	47,058	£49,998	Provision of a County wide accredited volunteer service
Total - approved			601,452	294,231	895,683	

There are other bids which are still pending a decision and 30 bids were not approved. Minutes can be viewed at:

<http://www.wiltshire.gov.uk/council/wiltshirefamilyofpartnershipsworkingtogether/wiltshirepublicserviceboard/psbperformancerewardgrantpanel.htm>

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Wiltshire Council

Cabinet

15 February 2011

Subject: Census 2011 - Update

**Cabinet member: Councillor Keith Humphries
Public Health and Well Being**

Key Decision: No

Executive Summary

To report on the progress to date for the Census on 27 March 2011

Proposals

That Cabinet notes progress being made with arrangements for the forthcoming 2011 Census

Reason for Proposal

To keep Cabinet informed of arrangements and to ensure that Wiltshire gets a good count in March 2011

**Maggie Rae
Director of Public Health and Well Being**

Wiltshire Council

Cabinet

15 February 2011

Subject: Census 2011

**Cabinet member: Councillor Keith Humphries
Public Health and Well Being**

Key Decision: No

Purpose of Report

1. To update cabinet on progress being made in Wiltshire to prepare for the Census in 2011.

Background

2. The census will take place on Sunday 27 March 2011. Census questionnaires will start to arrive by post at all residential addresses from the 7 March and be open for completion until early April. Questionnaires will be complemented by the ability to register and fill out a version on line.
3. Special arrangements are in force to deal with the military, prisons and hospitals and other communal establishments.
4. Those addresses that do not respond will be contacted in person by staff specially recruited and trained by the ONS (Office for National Statistics) to ensure that a copy is returned. It is an offence under law to refuse to fill out a survey form although rather like laws relating to voting in elections this is rarely enforced.
5. The importance of a good count in Wiltshire is the main thrust of all our media messages so that Wiltshire people do not miss Government grant. Each person under counted potentially costs the council £500 in lost support grant each year over a ten-year period until the population is recounted with another census. Failing to count 1,000 people (visitors as well as residents) in Wiltshire would equate to a potential loss of £5 million over a ten year period. In 2001 Manchester failed to count up to 20,000 residents and visitors losing the council £100 million in grant over the period 2001-11.
6. As a result the authority made available a small budget to enable the Census Liaison Manager (Philip Morgan the councils Research Manager) to help ensure that any potential problem areas were dealt with.

Main Considerations for the Council

7. The Council have supplied the ONS with an up to date LLPG (address list) on time after a fantastic effort by the LLPG team based at Bradley Road. The move to one council had left the new authority with one of its constituent District register of addresses with major problems; this has now thankfully been over come.
8. The ONS have now appointed their area manager who will be organising the count. Our area manager is Paul Hackman who lives just over the border near Andover and who knows the county well.
9. Both the ONS area manager and the counties Census Liaison Manager have worked together on a Census Local Plan, which sets out in detail how the census will be undertaken and highlights those areas where special attention needs to be made. This shows particularly any potential areas or groups who may not be able to or who may not wish to, fill out the census form. This has been accepted and signed off by the ONS.
10. Recruitment for the 260 local collector roles in Wiltshire has now closed with recruitment in Wiltshire on track. We have encouraged our own staff to apply for what are mainly part time and time limited roles (through March and April) as they have detailed local knowledge.
11. Area Boards and community area managers have being supplied with a census pack and face to face meetings have being arranged with the ONS area Manager and or the Councils Census Liaison Manager attending as necessary. These are now almost complete. All Town and Parish councils were also provided with a census pack.
12. Previously our own members were sent a special census pack.
13. Work has been undertaken with Sandie Lewis our lead with Voluntary and Community Services who is assisting us in contacting those harder to reach groups as well as suggesting special collection arrangements for the actual day. The Census Liaison Manager will be able to use some of the census budget to make sure this happens including payments to interpreters and or group elders as necessary.
14. Census information has been provided to various local community groups including Wiltshire Churches Together, Age UK, Royal British Legion, Wiltshire & Swindon Users' Network, Citizen's Advice, etc. Contact has also been established with British Waterways at Devizes to ensure that the boating community on the Kennet & Avon canal are informed of the Census
15. The Police have appointed their own census liaison officer who is working with us to make sure that custody suites/ rough sleepers etc are included in the count.

16. The Census Liaison Manager is in contact with colleagues from the Library Service and Age Concern to talk about a Census Buddy arrangement for those elderly or vulnerable who may have difficulty filing out the forms.
17. We are also investigating briefing our own telephone staff on a range of FAQs and general support for the census if local people ring the council.
18. We are working with colleagues in Communications who are drawing up a plan for a concerted local campaign leading up to census day. We are running an article in the next Wiltshire magazine to raise awareness and there will be a large web presence closer to census day.
19. The Council has set aside use of a committee room in county hall for use by the ONS appointed Area Manager and senior area collectors to ensure that there is a close link with the council in the run up to the Census.
20. The Research Team have undertaken a detailed review of the counties population estimates so that a reliable check can be made against any subsequent census population result (figures will not be available from ONS until 2012) so that we are able to compare our estimates with that from the census.

Environmental and climate change considerations

21. There are no environmental or climate change implications.

Equalities Impact of the Proposal

22. A good count for Wiltshire should improve our understanding of all elements of society. We are encouraging all residents and visitors in Wiltshire to register for the census.

Risk Assessment

23. We do not expect the count in Wiltshire to be noticeably worse than other similar areas in the country although there are some specific populations that we are concerned about and for which we are putting extra effort into namely:
 - a. The boating community along the Kennet and Avon canal
 - b. The traveller community
 - c. Recent Eastern European migrants in some Wiltshire towns
 - d. The military because they are a substantial element of our population
 - e. The elderly as we have an increasingly ageing population

Financial Implications

24. There are no financial implications this year 2010-11 although the councils main grant funding mechanism is heavily dependant on population figures and this will have a direct bearing on the councils funding in the future.
25. A poor census count will potentially impact severely on future grant settlements.

Legal Implications

26. There are no legal implications.

Conclusions

27. Cabinet are asked to note the contents of this report and the efforts being made to ensure that Wiltshire gets a good count in March 2011.

Maggie Rae
Director of Public Health and Well Being

Report Author:
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Date of report: 10 January 2011

Background Papers

The following unpublished documents have been relied on in the preparation of this report: none

Appendices

None

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Wiltshire Council

Cabinet

15 February 2011

**Subject: Municipal Waste Disposal (Landfill Diversion Contract)
– Part I**

Cabinet Member: Councillor Toby Sturgis - Waste, Property and Environment

Key Decision: Yes

Executive Summary

Since autumn 2004 Wiltshire Council has been working to secure arrangements for the diversion from landfill of 100,000 tonnes of municipal solid waste each year. A significant step towards achievement of this was taken in March 2007 with the signing of the contract with Hills Minerals and Waste Limited (now Hills Waste Solutions Limited) for the delivery of 50,000 tonnes of waste each year to the Lakeside Energy from Waste plant at Colnbrook. Construction of this plant was certified complete in January 2010 and regular deliveries of the Council's waste to the plant have resulted in the diversion of 50,000 tonnes of Wiltshire's waste from landfill during the first year of operation of the contract.

During this period negotiations have continued with Hills on the proposed contract for the construction of a mechanical biological treatment (MBT) plant at Westbury to produce at least 20,000 tonnes of solid recovered fuel from 60,000 tonnes of the Council's waste each year. Hills have purchased a site and obtained planning permission and an environmental permit for the plant.

This report seeks confirmation of the authority given by Cabinet on 23 March 2010 for approval for the award of this contract, subject to important caveats, for an operational period of 25 years. The report explains that this confirmation is sought because of possible changes in waste management policy and legislation. A revised business case is presented which addresses these potential changes. This contract would make a considerable contribution to the achievement of the Council's key outcome of, by 2014, reducing the amount of waste sent to landfill to 25% of its municipal solid waste.

Proposal

That the Cabinet confirms its decision made at the meeting held on 23 March 2010 to:

- (i) Authorise the Service Director Waste Management to conclude negotiation of the proposed contract with Hills Waste Solutions Limited on terms to be approved by the Leader of the Cabinet in consultation with the Cabinet Member for Waste, Property and Environment and the Cabinet Member for Finance, Performance and Risk after receiving advice from the Solicitor to the Council, the Chief Finance Officer and the Director of Neighbourhood and Planning; and
- (ii) Authorise the Chief Executive to complete the certification requirements of the Local Government (Contracts) Act 1997 in respect of the proposed contract (including the direct agreement with the funders) subject to its award in accordance with its proposal set out in paragraph (i) above.

Reason for Proposal

The Council could incur substantial additional costs if the targets for diversion of waste from landfill are not achieved. Proposing the signing of the contract with Hills for the delivery of 60,000 tonnes each year of MSW to the proposed MBT plant at Westbury and the subsequent delivery of at least 20,000 tonnes each year of SRF to an energy recovery plant reduces this risk.

Mark Boden
Corporate Director Neighbourhood and Planning

Wiltshire Council

Cabinet

15 February 2011

Subject: Municipal Waste Disposal (Landfill Diversion Contract)

Cabinet Member: Councillor Toby Sturgis - Waste, Property and Environment

Key Decision: Yes

Purpose of Report

1. To:
 - (i) update Cabinet on progress with negotiations with the preferred tenderer;
 - (ii) seek confirmation of the approval to award a contract to the preferred tenderer subject to completion of any outstanding detail of the contract documentation to the satisfaction of the Council;
 - (iii) seek confirmation of the approval to authorise the Chief Executive to complete the certification requirements of the Local Government (Contracts) Act 1997 in respect of the above contract.

Background

2. At its meeting on 19 November 2004 Wiltshire County Council Cabinet resolved to seek tenders for the diversion from landfill of 100,000 tonnes of residual Municipal Solid Waste (MSW) and approved the evaluation model for the tender process.
3. Following a competitive tendering exercise, in July 2005, Wiltshire County Council Cabinet appointed the contractors who submitted Tender B (Hills/Entsorga) and Tender C (Hills/Lakeside) as preferred bidders, authorising officers to continue to negotiate with those tenderers.
4. At its meeting on 12 July 2005, Wiltshire County Council considered a presentation and report and resolved:

To confirm that, subject to the whole life cost of the contract not exceeding the projected cost of landfilling the same amount of waste to be treated under the contract over the duration of the proposed contract period, as set out in Appendix 1 to the report, the financial implications

arising from the award of this contract would be consistent with Budget and Policy Framework of the Council.

5. At the reconvened meeting held on 23 November 2005 Wiltshire County Council Cabinet resolved:
 - (i) *To confirm that, subject to final confirmation of price and completion of contracts to the satisfaction of the County Council, it is minded to award two contracts based upon the Hills/Lakeside tender (50,000 tonnes annually) and Hills/Entsorga tender (60,000 tonnes annually) for a 25 year term;*
 - (ii) *To authorise the Leader of the County Council and Cabinet Member for Planning and Waste to approve the signing of contracts, after advice from the County Solicitor, County Treasurer and Director of Environmental Services, subject to no significant change in costs and risks to the County Council.*
6. Negotiations continued with the tenderers who in turn progressed negotiations with their proposed sub-contractors, suppliers and funders. The contract with Hills for the delivery of 50,000 tonnes of waste annually to the Lakeside Energy from Waste plant at Colnbrook was signed on 29 March 2007. Construction and testing of this plant was certified complete by an Independent Certifier on 14 January 2010 and regular deliveries to the plant of the Council's MSW have ensured that 50,000 tonnes of waste have been diverted from landfill during the first operational year of the contract.
7. In the intervening period negotiations have continued with Hills on the proposed contract for the construction of a mechanical biological treatment plant (MBT plant) at Westbury to produce a solid recovered fuel (SRF) from the Council's MSW. Planning permission for the plant was granted by Wiltshire County Council's Regulatory Committee at a meeting held on 18 March 2009.
8. At its meeting on 23 March 2010 Cabinet resolved to
 - (i) *Authorise the Service Director Waste Management to conclude negotiation of the proposed contract with Hills Waste Solutions Limited on terms to be approved by the Leader of the Cabinet in consultation with the Cabinet Member for Waste, Property and Environment and the Cabinet Member for Finance, Performance and Risk after receiving advice from the Solicitor to the Council, the Chief Finance Officer and the Director of Neighbourhood and Planning; and*
 - (ii) *Authorise the Chief Executive to complete the certification requirements of the Local Government (Contracts) Act 1997 in respect of the proposed contract (including the direct agreement with the funders) subject to its award in accordance with its proposal set out in paragraph (i) above.*

Main Considerations for the Council

9. The Department for Environment, Food and Rural Affairs (Defra) has agreed with the European Commission that the UK's approach to meeting the targets to reduce the amount of biodegradable municipal waste sent to landfill should be changed. A much larger proportion of commercial and industrial waste is now included in the definition of municipal waste which previously only applied to waste managed by local authorities. The change will not mean that any additional waste is sent to landfill and it is not anticipated that the revised approach will alter the current responsibilities and arrangements for managing this waste.
10. The Council's strategy to divert waste from landfill has been based in part on the need to avoid incurring fines under the Landfill Allowance Trading Scheme (LATS). The scheme applies to municipal waste managed by waste disposal authorities but does not apply to the newly defined stream of municipal waste which comprises commercial and industrial waste managed by the private sector. Landfill Tax is payable on all such waste regardless of whether it is managed by the public or private sector.
11. In March 2010 Defra commenced a consultation on meeting EU Landfill Diversion Targets which included the following question:

'Do you consider that LATS is an effective policy to assist England meet its share of the UK landfill diversion target in
 - a) 2013
 - b) 2020?'
12. This suggests that government may be considering an alternative approach to ensure that there are financial incentives for all producers of municipal waste to divert this waste from landfill, so that the UK meets its EU landfill diversion targets. It remains the case that investment to divert waste from landfill is absolutely essential to meet these targets, irrespective of whether this is driven by LATS or not. Defra have stated that there will be no statement on this until the initial findings of the current waste policy review are published in May 2011. However Defra have referred to moving towards a zero waste economy which implies the ongoing commitment to using landfill as the option of last resort for disposing of waste.
13. At present Landfill Tax has been set at £56 per tonne from 1 April 2011 and will rise by £8 per tonne per annum until it reaches £80 per tonne in 2014. Government has put a floor under this figure until 2020. HM Treasury is reviewing taxation in advance of government setting the budget within the context of its ambition to be the greenest government.
14. The proposed contract provides for 60,000 tonnes annually of residual MSW to be delivered, predominantly from west and north Wiltshire, to the new MBT plant to be constructed on the Northacre Industrial Park, Westbury. The plant will be built by Interserve Project Services Ltd and the process plant provider will be Entsorga Italia SRL (Entsorga). The SRF produced by the MBT plant

will be delivered to a Remondis energy from waste plant in Germany or the Netherlands in accordance with a sub-contract with a contract period of 5 years, with a right to extend for another 5 years by mutual agreement. The MBT plant will be operated and maintained by Hills who will also provide landfill capacity for any outputs from the MBT plant which cannot be recycled or used as a fuel.

15. The fundamental performance objective for this contract is the achievement of the annual SRF target of at least 20,000 tonnes. The Council's technical advisors, SKM Enviros, have used the Environment Agency's Waste and Resources Assessment Tool for the Environment (WRATE) to carry out an assessment of the ability of the proposed MBT plant to produce the required quantity of SRF with a composition that meets the SRF specification set out in the proposed sub-contract with Remondis.
16. The composition of the MSW that SKM Enviros used for this assessment comprises average values of the quantity of different materials within the waste (such as paper and card) calculated from a number of waste composition surveys carried out between 2005 and 2009 on waste arising in west Wiltshire. The composition requirements for inclusion in the contract definitions have been agreed and are sufficiently wide for the Council to be confident that the SRF target can be achieved and exceeded.
17. The WRATE model projects that the proposed MBT plant is capable of producing in excess of 30,000 tonnes of SRF each year based on 60,000 tonnes of MSW which meet the composition requirements proposed for the contract being delivered to the plant. The annual SRF target is 20,000 tonnes and Hills are obliged to deliver any quantity of SRF produced to Remondis. There is no maximum quantity of SRF stated in the sub-contract so it is feasible that the target would be exceeded by more than 10,000 tonnes of SRF each year.
18. In addition to the risk of changes in taxation the waste management legislation from the EU continues to pursue the themes of banning the landfilling of particular waste streams or not permitting the landfilling of untreated wastes. Either of these approaches would result in increased future waste management costs for the Council.

Environmental and Climate Change Considerations

19. Mechanical biological treatment with energy recovery was identified as a best practicable environmental option in the adopted Regional Waste Strategy and as one of the appropriate secondary recovery methods in the Wiltshire Joint Municipal Waste Management Strategy. It is not possible to quantify the environmental impact of the proposal to export the SRF to Germany. Clearly the miles that the SRF would travel increase considerably from the original proposal to deliver the SRF to the Lafarge cement works in Westbury. However the proposal does enable the Council to divert waste from landfill and therefore reduces the production of methane, a potent greenhouse gas, which is 23 times as damaging a greenhouse gas as carbon dioxide.

20. The energy from waste plant which will treat the SRF will generate electricity and heat which would also compensate for the miles travelled. The Council's objective would be to move to a more sustainable solution so the proposed sub-contract for export of SRF is for a period of 5 years. This would give the Council time to work with Hills prior to the expiry of the proposed sub-contract to provide an alternative outlet for the fuel which would reduce the distance over which the SRF would be transported. Consistent production of SRF from plants in the UK should encourage the development of plants using SRF to generate energy within the UK.
21. The calculation of the Council's carbon footprint does not include the carbon equivalent of emissions associated with waste disposal. As part of the review of waste policy Defra are considering a change from tonnage based targets to a system based on carbon which would allow waste to be incorporated into the Council's carbon management plan.

Equalities Impact of the Proposal

22. No specific recommendations or implications in respect of equalities have been identified as arising from this report.

Risk Assessment

23. The financial modelling which has been carried out suggests that the do nothing option is likely to be the most expensive course of action. However, this position cannot be confirmed until government publish their review of waste strategy and set out their future proposals for LATS and Landfill Tax. The do nothing option takes account of the diversion that is being achieved through recycling and delivery of waste to the Lakeside EfW plant. However, failure to award the contract and deliver the MBT plant could result in additional costs being incurred by the Council because it is not possible to predict with any degree of certainty the long term costs of landfilling waste and the legality of landfilling certain wastes.
24. Landfill Tax is now subject to an £8 per year escalator until it reaches £80 per tonne in 2013-14. Beyond that date the Council faces the risk of further escalation if central government decides to bring the tax up to the level applied in some EU countries. The government is also continuing discussions about banning more materials from landfill.
25. Projections of waste growth and assumptions about landfill gate fee, Landfill Tax and inflation are based on current information. The situation beyond 2013-14, although unclear, may be more stringent and is likely to result in an upward rather than a downward trend in the costs of landfilling waste. The Council could also face more pressure for development of new landfill sites in Wiltshire if the amount of waste being landfilled is not further reduced.

Financial Implications

26. Information on the financial implications of awarding this contract is included in the report on Part 2 of the agenda.

Legal Implications

27. Information on the legal implications of awarding this contract is included in the report on Part 2 of the agenda.

Options Considered

28. The options open to the Council at this stage are:
- (i) To cease negotiations;
 - (ii) To conclude negotiations and, subject to satisfactory completion of the outstanding details of the contract documents, approve the signing of contracts.

Conclusion

29. The Council could incur substantial additional costs if the targets for diversion of waste from landfill are not achieved. Proposing the signing of the contract with Hills for the delivery of 60,000 tonnes each year of MSW to the proposed MBT plant at Westbury and the subsequent delivery of at least 20,000 tonnes each year of SRF to an energy recovery plant reduces this risk.

Mark Boden
Corporate Director, Neighbourhood and Planning

Report Author: Tracy Carter, Service Director Waste Management, 01225 713258

Background Papers

The following unpublished documents have been relied on in the preparation of this Report: None

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